SELLING BY MAIL

PRINCIPLES AND PRACTICE

McGraw-Hill Book Co. Inc.
PUBLISHERS OF BOOKS FOR
Electrical World ▽ Engineering News-Record
Power ▽ Engineering and Mining Journal-Press
Chemical and Metallurgical Engineering
Electric Railway Journal ▽ Coal Age
American Machinist ▽ Ingenieria Internacional
Electrical Merchandising ▽ BusTransportation
Journal of Electricity and Western Industry
Industrial Engineer

SELLING BY MAIL

PRINCIPLES AND PRACTICE

BY

VERNEUR EDMUND PRATT

President, The Pratt & Lindsey Co., Inc., Advertising and Selling Counsellors,
Former Departmental Advertising Manager, Sears, Roebuck & Company
Organizer Drug Topics Syndicate and Sales Promotion Manager
American Druggists Syndicate

FIRST EDITION
SECOND IMPRESSION

McGRAW-HILL BOOK COMPANY, INC.
NEW YORK: 370 SEVENTH AVENUE
LONDON: 6 & 8 BOUVERIE ST., E. C. 4
1924

Copyright, 1924, by the
McGraw-Hill Book Company, Inc.

PRINTED IN THE UNITED STATES OF AMERICA

THE MAPLE PRESS COMPANY, YORK, PA.

PREFACE

There are hundreds of books on advertising, many of which deal specifically with direct mail; but so far as the author can discover there are very few books in the English language on the art of *selling by mail*, and none are at all pretentious in scope.

This book seeks to serve that business man who, though he realizes that in mail selling may lie some opportunities for expanding his business, has not previously been able to find out how, when, and where mail selling may be profitable for him.

In going back to some of the first principles of selling by mail the author excuses himself with the answer that the business man to whom this book will be of the most benefit needs to start with theory, advance to definite, proved principles, and finally to absorb the intensely interesting practical "testimonials" of those who have succeeded, by applying these principles.

To those so well versed in mail selling that this book offers no new thought or aid, can come only the satisfaction described by Elbert Hubbard, who said to his readers, "I tell you nothing new. I merely tell you things you know, but which you did not know you knew!"

It has been the habit of many writers of business books, especially on the subject of advertising, to *compile* the experiences and examples of others rather than to write of their own. Such books have their value as handbooks, or as reference works—they are not built to be read.

This work, while it naturally contains quotations from others, and is illustrated rather profusely with examples from various mail order concerns' literature, is essentially selected from the personal experiences and accomplishments of the author over a period of some fifteen years in selling by mail.

Over half of the examples used are from the author's own scrapbook. Where drawn from outside sources they serve but to illustrate the immediate point under discussion in the text, and should not be considered by the reader as the author's

selection of good or bad samples of mail order advertisements or literature.

Unfortunately for the beginner in mail selling, those concerns which have made the greatest successes are the most loath to give out information. They guard their secrets well. Unlike their brothers in the general advertising field, they seldom write up their intimate experiences in *Advertising & Selling Fortnightly*, *Printers Ink*, *System*, *Sales Management* or the other selling and advertising journals.

And the author, who acts as confidential counsel to many of those who sell by mail, is in duty bound to hold inviolate some of the most interesting intimate facts, as doctors and lawyers ethically safeguard from prying eyes the personal affairs of their clients.

In this book enough is given in each case, however, to point out the principle and theory without divulging the exact costs, figures and returns which often constitute the stock in trade of those who sell by mail.

I could not close this foreword without acknowledging my gratefulness to the many kind friends who have aided in this work, to my old associates in Sears, Roebuck and Company, some of whom are now with other houses, and to the clients of the Pratt & Lindsey Co., Inc., who accorded permission to reproduce examples of advertisements and literature, which I have created for them.

VERNEUR EDMUND PRATT

KEW GARDENS,
LONG ISLAND

CONTENTS

PART I. INTRODUCTION

		Page
Preface		v
Chapter		
I.	Mail-order Principles	1
II.	Mail-order Applications	11

PART II. PRELIMINARY RESEARCH

III.	Market Analysis	21
IV.	Campaign Preliminaries	36
V.	Selecting the Appeal	49
VI.	The Mailing List	65

PART III. PRACTICAL TECHNIQUE

VII.	Selecting the Literature	89
VIII.	Atmosphere	99
IX.	Mail-order Copy	109
X.	Illustrating Mail-order Literature	122
XI.	Color	137
XII.	Testing Mail-order Literature	145

PART IV. CATALOGS

XIII.	Factors in Catalog Making	157
XIV.	Apportioning Catalog Space	176
XV.	Producing the Catalog	186

PART V. MAIL-ORDER LITERATURE

XVI.	Mail-order Printed Matter	197
XVII.	The Sales Letter	226
XVIII.	The Follow-up	244
XIX.	The Assembly	266
XX.	Testing for Assembly and Follow-up	275
XXI.	Order Blanks and Return Cards	282
XXII.	Credits and Collection	296
XXIII.	Mail-order Statistics	305
XXIV.	Postal Regulations	310

PART VI. PERIODICALS AND NEWSPAPERS

Chapter		Page
XXV.	Periodical Media	333
XXVI.	Periodicals and Newspapers	346
XXVII.	Advertising for the Mailing List	356

PART VII. MAIL-ORDER APPLICATIONS

XXVIII.	The Mail-order House	371
XXIX.	Selling Specialties by Mail	384
XXX.	Mail-order and the Retailer	391
XXXI.	Other Users of Mail Order	401
XXXII.	Securing Agents by Mail	407
	Index	421

PART I
INTRODUCTION

Alfred Bergdoll

Alfred Bergdoll

SELLING BY MAIL

CHAPTER I

MAIL-ORDER PRINCIPLES

There are over 800 mail-order catalog houses doing business in the United States; in addition, there are many manufacturers, jobbers, and retailers who use mail-order selling to supplement the efforts of personal salesmanship and advertising. The amount expended for direct advertising and selling by mail is estimated to be one-quarter of the entire expenditure for advertising, being second in importance only to newspaper advertising.

The possibility of selling by mail dates from the perfecting of various types of machinery and other devices for duplicating booklets, letters, circulars, and other media, together with the introduction of the parcel-post system and its extension to rural communities.

Almost every type of article is being merchandised successfully by mail. In fact, it is said among those directly concerned with mail-order merchandising that "everything which can be sold can be sold by mail." There are, of course, some natural limitations to the expansion of a business through mail-order selling, such as transportation rates, postal regulations, and federal statutes, which must be considered.

Mail-order selling is divided in practice into concerns which dispose of their entire output by mail, and those where the mail-order department is an adjunct, or a part, of the regular sales organization.

In each of these classifications there are many degrees of differentiation due to volume, variety, and type of merchandise or of service handled. The principles of mail-order selling are, in the main, constant.

Merchandisers by Mail.—The mail is used for selling purposes by the following:

1. The general mail-order house, which sells by means of a catalog and usually limits selling effort to this catalog.
2. The specialty mail-order house, selling one item or one line of goods.
3. The manufacturer selling direct to the consumer through the mail.
4. The manufacturer selling direct to the retailer or to the wholesaler through the mail.
5. The wholesaler, jobber, exporter, importer, agent, middleman, or broker using mail order in whole or in part.
6. The service organizations, such as banks, life insurance companies, milk dealers, express, gas, light, telephone, and taxicab companies, laundries, cleaners, architects, accountants, schools, etc.
7. The semi-service organizations, such as photographers, printers, florists, painters, tailors, sign makers, builders, theaters, multigraphers, etc.
8. Professional men, advertising men, etc.
9. Individuals who in a small way resort to mail-order selling.

Advantages of Selling by Mail.—The peculiar nature of mail-order selling, where the sole contact of buyer and seller is impersonal, makes it necessary to scrutinize the nature of the advantages and disadvantages involved. An analysis of them, applied to the specific problem, will enable the seller to avoid many of the pitfalls which are invariably present.

There are three main advantages in selling by mail, pertaining to:

1. The market.
2. Operating economies.
3. Consumer convenience.

The Market.—The firm or the individual in the United States, selling through the mails, has for a market the entire country and those foreign countries accessible to postal service. To send a piece of first- or third-class mail to the most distant portion of the United States costs the same as to send it to an address nearby. The retail store has an opportunity to sell goods to customers located far outside its normal market range; the Wanamaker stores, for instance, sell to all parts of the world.

The manufacturer can extend his selling effort to localities not covered by his personal sales force. The jobber can attend to the needs of out-of-the-way retailers at a small cost.

The market advantages of selling by mail may be summarized as follows:

1. A wide choice of prospects, is constantly becoming more available as mailing lists are enlarged.

2. The selection of a particular group of prospects is possible. For example, a store doing a general retail business must rely on its regular patrons and on transients attracted by window display or local advertising. But by judicious use of the mails, it can reach out beyond its normal market range and pick out logical prospects for particular classes of goods. To illustrate further, a manufacturer relying upon a personal sales force is limited in the number of prospects these salesmen can reach effectively. By the use of mail-order merchandising, a hitherto unexploited market can be covered. Orders may be solicited in small, out-of-the-way places, where personal calls by salesmen would be uneconomical.

3. The product and the appeal may be suited to the particular market. A manufacturer, a jobber, or a retailer has to satisfy a variety of demands among customers. A concern selling by mail can make its policy as extensive or as intensive as it desires. It can sell to many or to the smallest fraction of the population in need of a highly specialized product.

Operating Economies.—Selling by mail offers opportunities to reduce overhead expenditures. If the concern has other sales outlets already, mail-order selling allows an opportunity to enlarge the business with but little increase in overhead. Further, overhead is more flexible. Expenses may be conditioned on income in many cases. This, of course, may not apply always to the large mail-order house which is forced to carry a wide selection of stock.

The firm or individual selling by mail ordinarily adheres to a cash-with-order policy, preventing losses through bad debts. It is also unnecessary to tie up sums of money in extending credit to slow-pay customers. This policy may be modified to permit the sending of goods on approval, or of selling on the instalment plan.

The cash-with-order policy is by no means an invariable rule. Publishers, correspondence schools, and others do a large volume of business on credit, and make use of the instalment plan. General mail-order houses sell certain items of considerable value, like stoves and furniture, on instalments.

Finally, the article sold by mail can ordinarily be priced at or below the price of a similar article sold through regular retail channels. As long as price remains the predominant selling appeal, this advantage should not be overlooked in the formation of the sales campaign.

Consumer Convenience.—Many sales are made through mail-order channels because of the simplicity of ordering. It is often easier to order from a catalog, circular, booklet, price list, or other literature than to buy from a retail store, or to wait for the arrival of a salesman.

It has been found, particularly in small towns, that customers of the larger mail-order houses order through the mail instead of through local retailers because of a desire to keep the nature of their purchases private.

Mail-order selling possesses a definite advantage in this particular instance, in that it can submit its proposition directly to the prospect. While the personal sales appeal may be stronger, the cost of one call by a salesman will pay for sufficient literature to reach many prospects. The newspaper advertisement or the periodical advertisement is wasted on many people who are not possible prospects. With a carefully built up mailing list, mail-order literature may be made to reach a high percentage of actual prospects.

One of the strongest holds of the mail-order method of selling results from the inability of rural and semi-rural communities to obtain merchandise either in the variety, quality, up-to-dateness, or price comparable with that of the mail-order product. It is, therefore, in many cases more efficient as well as more convenient to order by mail than to make purchases in person.

Disadvantages of Selling by Mail.—The individual or the concern selling by mail would do well to recognize at the outset that mail merchandising is not the normal method. The ordinary instinct of the customer is to buy in person and inspect his pur-

chases. When the buyer is unable to do this readily, efficiently, or profitably, he often seeks some other buying channel.

The disadvantages of selling by mail are of three types:

1. Deficiencies in the method itself (lack of contact between buyer and seller).
2. Buying habits of consumers.
3. Physical limitations.

In the first two cases, the advantages may be lessened by careful control. In the third, it is a matter of solving each problem individually.

Legal restrictions are imposed for the protection of the public against fraud.

Lack of Contact.—The concern selling by mail is normally at a disadvantage, in that there is no personal contact between buyer and seller. There is no method of answering questions which arise in the buyer's mind except by anticipating these questions in the original literature, or by answering them in a follow-up campaign. The manufacturer's salesman or the retailer, on the other hand, is in a position to make the most of the service which can be rendered when meeting the customer face to face.

To sell an article by demonstration or by sampling is easier than to sell through description and illustration. Hence, the concern selling by mail is at a distinct disadvantage when competing with the retail store. Whereas some articles may be sampled through the mail, there are many others which can only be pictured in illustrations and described in text.

The inevitable delay between the time when the customer orders the goods and the time when the order is filled and delivered constitutes another serious disadvantage. When a purchase has been made, the average customer desires to have the purchase delivered as soon as possible.

Difficulty in transmitting money must be minimized by making it easy for the prospect to send it.

The mail-order house is frequently at a disadvantage when competition is intelligently directed against it. The modern trend towards better highways has operated against the mail-order business because of the opportunity which outlying customers now have of making actual visits to buying centers. On the other hand, the lack of merchandising technique on

the part of small-town retailers has allowed the mail-order house to obtain a powerful hold, and creates for it merited goodwill. More and more, however, mail-order must compete with direct-mail advertising aimed to induce the prospect to visit some particular store.

Buying Habits.—The average person likes to be waited upon and to receive the service ordinarily furnished by the retail store. The actual closing of many sales is directly due to the presence of the buyer and of the seller. Mail-order selling is naturally weak in securing the final action in the sending of the money. The ordinary method of purchase and sale is to pay money and to secure the article, or to secure the article and then to pay the money. Selling by mail normally requires cash in advance of the actual receipt of goods. The mail-order campaign must be planned in such a way that it will overcome and change buying habits and induce payment in advance.

Much of the hesitation in sending orders may be due to a lack of confidence in the firm or individual and a natural reluctance to entrust the money to the seller without having the article itself as security.

Due to some unfortunate experiences, there is prejudice against mail solicitation in certain localities. The large mail-order houses have combated this feeling by means of educational publicity and scrupulous attention to guarantees. In any case, it is essential to foster consumer goodwill.

Physical Disadvantages.—There are many possible physical disadvantages in mail-order selling which may become operative. These will not affect any particular line exclusively, but will vary in almost every case. The most common of these physical obstacles are:

1. Cost, or Destination, of Delivery.—In some cases it is not possible to compete with local supply, due to cost of transportation. This is particularly true of heavy articles. Lack of mail, express, or rail facilities is, of course, an effectual barrier.

2. Fragility, Perishability, Etc.—Many articles of fragile or perishable nature are not profitable subjects for selling by mail because losses would offset profits. Methods are constantly being devised, however, of shipping such products. Eggs, for

example, can now be shipped safely through the mail in special cartons.

3. Character of Merchandise.—Many articles are in such small demand that it would not pay to handle them through the mail. Consequently, the mail-order seller normally confines his lines to standard styles and sizes, unless, of course, a single mail campaign is initiated purposely to dispose of some left-over or specialty merchandise.

Requisites for Mail-order Selling.—There are certain rules of practice and procedure which apply in almost all cases where sales are made by mail. Without careful attention to these several points, which are founded on the advantages and disadvantages of the selling medium, success is not possible. The chief requisites are:

1. Capital.
2. Merchandise.
3. Adequate market.
4. Selling appeal.
5. Selling technique.
6. Selling policies.
7. Auditing and expense control.

Capital.—Just as in any other business, selling by mail requires a certain minimum of capital, in keeping with the character of the business. While in some cases a capital of $100 may suffice to start in business, in other cases, several thousand dollars may be required, whereas a large mail-order house demands great capital. In the case of many mail-order propositions, if the necessary researches and analyses are made, it will be possible to determine in advance whether there is sufficient capital to carry on the business in case of a possible failure of the first or second mailings to secure results.

Many men start in the mail-order business in a small way, without adequate reserve, hoping that the returns will finance them immediately. As a matter of fact, returns do not normally bring profits immediately. There is an initial period of small returns while the business is being launched, which requires a certain amount of capital.

Merchandise.—The nature of the merchandise to be sold is an all-important factor. Necessities can be sold best by the

catalog house, specialties by the individual manufacturer or by his agents. Before any concern decides upon the line of goods to be sold, it must be sure of two things:

1. That the supply is constant. Many mail-order houses ensure their supplies by manufacturing their own merchandise or purchasing entire factory outputs. Several sources of supply are usually better than one. It is essential to avoid, in so far as possible, the necessity of turning down orders because of insufficient supply. Any failure tends to destroy the consumer goodwill which has been so carefully built up.

2. That the margin between the purchase price and the selling price is large enough to allow for selling costs and a legitimate margin of profit. Investigation has sometimes disclosed that articles were being sold by mail at prices which netted a loss.

Adequate Market.—Before spending money in the making or in the purchase of goods to sell by mail, it is necessary to have a knowledge of the market possibilities for the product. As soon as the line of products has been decided upon, a mailing list of prospects, up-to-date and complete, should be secured. No matter how excellent the sales arguments or how cheap the merchandise, if the mailing list is not satisfactory, returns will not be profitable. If periodical media are used, care must be taken to see that the circulation is among logical prospects.

Selling Appeal.—Just as in any selling process, it is necessary to stress the selling appeal which corresponds with the purchasing motives of the particular class of prospect. The reasons for purchasing pianos, for example, would differ radically from those for purchasing laundry soap. Low price is an appeal of almost universal application, but mail selling can utilize all the other appeals possible in personal salesmanship, such as quality, style, exclusiveness, durability, utility, etc. The appeal, the product, and the market must be coordinated.

In using the mail for selling purposes, it is difficult, as pointed out previously, to secure action from the prospect. The actual sale is not made until the order is sent off. It may be made in the mind of the prospect, but it never becomes a sale until action is secured. Personal service may be able to close the sale in many cases where mail-order selling fails. Some

method of securing action, such as is described later in this volume, is essential.

Selling Technique.—Although it is not possible for the prospect to examine the goods, unless sold on approval, modern advertising and effective illustration have reached such high degrees of technical perfection that the average article may be described and illustrated in such a way that the prospect may secure an excellent idea of it without seeing it. It is necessary to take care that the description corresponds in every detail with the article, and that no exaggeration should creep in to give grounds for claims of misrepresentation on the part of the buyer.

Technique necessarily includes a knowledge of copy writing, layout, typography, paper stock, and other details incidental to the preparation of mail-order literature. It may require a knowledge of writing classified advertising in such a way as to sell goods. It requires an ability to compose sales letters which bring results. It is often wise to procure specialized talent for technical details rather than to attempt the task without adequate preparation.

Selling Policies.—Certain selling policies have come to be regarded as part and parcel of selling by mail. Some of the more important of these are:

1. The Guarantee and Other Policies Aimed at Securing Customer Confidence and Goodwill.—Since the concern selling by mail must create confidence before it can expect to receive cash with orders, it is especially careful in regard to all things which may affect the feeling of old or prospective customers towards the house. In addition to the iron-clad guarantee of the mail-order house, various other expedients are used, such as quoting of bank references, placing picture of building or plant on literature, testimonials, etc.

2. Cash with Order.—A concern selling by mail ordinarily demands cash with order. Yet in the case of articles of which the initial expense is large, payment may be arranged on the instalment plan. It is also possible to submit articles for examination before payment is made. Hence, the cash-with-order policy is modified considerably in practice.

3. Rapidity in Filling Order.—Delay in filling orders is dangerous. Consequently, anything which tends to speed up

delivery of merchandise ordered helps to make mail-order selling more efficient. Orders must be filled as soon as received. Although some delay is inevitable, it can be reduced to a minimum; hence the complex systems which make it possible for the large mail-order houses to ship out orders the same day as received.

Expense Control and Auditing.—The mail-order concern, although it may have done away with expensive locations and luxurious selling equipment, must watch its selling expenses closely. Unless a catalog, a piece of literature, or an advertisement brings the necessary number of replies, it must immediately be changed. Careful advance testing of mail pieces is always wise policy, and results in more efficient sales literature, and reduced sales expense.

All returns should be checked as a means of estimating the pulling power and effectiveness of the various mailings and follow-ups. In the case of mail-order houses, each page in the catalog and each item on each page must sell a certain quota in order to justify its continued presence in the catalog.

CHAPTER II

MAIL-ORDER APPLICATIONS

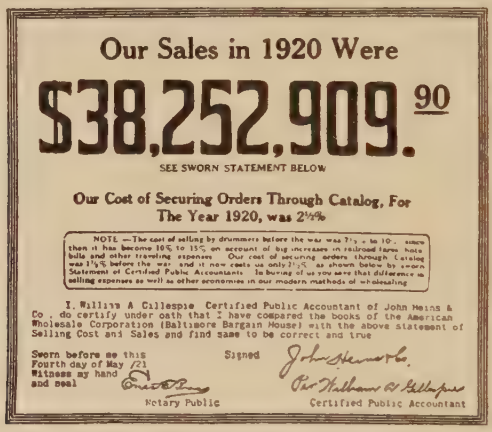
Many concerns can profitably do some of their business by mail: the small corner grocery as well as of the big manufacturer; the medium-sized department store as well as the small concern which has one specialty to sell; the manufacturer with 500 salesmen, who makes a complete line of food products, shoes, toilet creams, or what-not, and the jobber who operates in one state only. In other words, it includes potentially every line of business.

Installing a profitable mail-order department may mean to the small corner grocer the training of one intelligent clerk to issue and follow up a weekly 9 by 12 sheet of special offerings, while to the big department store it may mean adding a new building, hiring hundreds of people, and issuing a catalog the cost of which may run into thousands and even hundreds of thousands of dollars. The manufacturer of a single mechanical specialty, which he has been trying to sell to automobilists, may simply revise his sales literature, and put an expert in charge of "mail sales."

Selling Costs.—As in any other form of merchandising, it is impossible to set any definite selling cost, owing to the large number of factors bearing on the problem. The successful publisher of a young people's home reference library, ordinarily sold through house-to-house agents, found that in selling by mail advertising his costs ran from $20 to $100 a set on a $59 proposition. Similarly, a life insurance company, selling direct to the individual and avoiding the agent's commission, found that the cost per thousand of selling by mail closely approximated the cost per thousand of selling insurance through personal representatives. Instances have occurred where schools have spent from $2 to $20 each for inquiries and have been unable to close more than 10 to 20 per cent of these.

In other words, it is not a simple matter to establish a mail-order business with an exceptionally low selling cost. That it can be done is evidenced by the affidavit illustrated in Fig. 1, showing that the American Wholesale Corporation was fortunate enough to reduce its selling costs to 2½ per cent through the use of a catalog alone. The objection to this statement will properly be that, although the strictly mail-order business may in isolated cases be conducted on such a low margin of sales cost, yet "my business is peculiar, and it is not possible to see how mail-order selling can be fitted to my needs."

No ready-made mail-order plans will reduce magically the sales cost of any concern to 2½ per cent. It requires a combina-



Our Sales in 1920 Were

$38,252,909.90

SEE SWORN STATEMENT BELOW

Our Cost of Securing Orders Through Catalog, For The Year 1920, was 2½%

NOTE — The cost of selling by drummers before the war was 7½ to 10%, since then it has become 10% to 15% on account of big increases in railroad fares, hotel bills and other traveling expenses. Our cost of securing orders through Catalog was 1½% before the war and it now costs us only 2½% as shown below by sworn Statement of Certified Public Accountants. In buying of us you save that difference in selling expenses as well as other economies in our modern methods of wholesaling

I, William A Gillespie Certified Public Accountant of John Heins & Co., do certify under oath that I have compared the books of the American Wholesale Corporation (Baltimore Bargain House) with the above statement of Selling Cost and Sales and find same to be correct and true

Sworn before me this Fourth day of May 1921 Witness my hand and Seal

Notary Public

Signed John Heins & Co.

Per Gillespie & Gillespie

Certified Public Accountant

FIG. 1.—Not every company can reduce its selling cost to 2½ per cent through the use of ready-made mail-order plans—but the above affidavit proves that one concern has done it.

tion of the right conditions with the right methods of management.

Market Expansion.—Selling through the mail permits a concern to tell its story to more people. Many business concerns with good merchandise and with efficient management have no hopes of much greater expansion through salesmen except over a long period of time. It is only through the installation of a mail-order department that their territory may be enlarged without undue cost.

The local department store, by adding a mail-order department, increases its trading territory over adjoining areas or even over the state.

The manufacturer with five salesmen covering only the local territory can reach out easily to the next five states. The big manufacturer with 200 salesmen can get business from the small dealers whom his salesmen overlook.

Supplementing the Sales Force.—As an example of how mail-order assistance can supplement the efforts of the sales force and enlarge markets, the following experience of a New York pharmaceutical house is interesting. The company employed a sales force of 50 men, traveling under the supervision of a sales manager. The salesmen covered the entire country, and had as prospects the 50,000 retail druggists in the United States.

A study of the business revealed the fact that salesmen were not covering the country adequately. A few druggists in each town would be reached and the rest ignored. In sales parlance, they were "skimming the cream." With 50 salesmen and 50,000 druggists, there was little else they could do. Territories were large, and parts of some states and often whole states, had to be entirely neglected.

After careful consideration, a mail-order department was installed. Each month a 24-page catalog was issued to every one of the 50,000 retail druggists, putting the selling message before every possible prospect. This included both those neglenced by and those called upon by the salesmen. The first month's business resulting from the catalog was over $100,000, or an average of over $2 per catalog issued. As the cost of each catalog, including the overhead of the mail-order department, was 12 cts., or $6,000 for 50,000 copies, the sales cost was about 6 per cent, as compared to 15 per cent through salesmen.

The sales manager of this house issued a special bulletin to his 50 salesmen, commenting on the immediate success of the catalog. It said in part:

The first gun fired in our big national campaign for mail orders was distinctly heard in every town and by every retail druggist east of the Mississippi River. The avalanche of orders that has been pouring in to us in every mail has been astounding and has swamped every depart-

ment. Our Credit Department has had to work overtime, recording new customers.

This distinct innovation for us has opened up many avenues for business of all kinds by the numerous thoughts for study given us all—as a result of its unusual success—it has taught us all a great many things, has given us a bigger view of the wonderful possibilities before us and a realization that our work has just begun, and it is so interesting and beneficial that it cannot be classed as work, but rather a privilege and a pleasure.

Many points of vital importance have been brought out very forcibly and we will attempt to name only a few of them as they occur to us now, for we have been too busy to record all of the prominent features that come to us hourly.

Started to mail on Saturday, 14th, and orders began to come in on Monday morning, 16th, and are still coming in a steady stream from the farthermost states and also from the largest cities and the largest dealers, as well as the smaller dealers.

Nearly 100 per cent from dealers of approved credit.

Some dealers whose credit has been questionable with us sent in substantial orders and enclosed the money.

Ninety per cent average of each order were for our own goods.

Many orders amounted to several hundred dollars.

Some orders from jobbers in other lines.

Many orders from territories we are supposed to be covering but from druggists who have never seen our salesmen and who ask to have them call.

Large concerns wrote to know if their purchases would be limited on certain items, and asking for the limit, if any.

Many applications from salesmen of competing houses asking to be "lined up with the live ones," as they expressed it.

Large percentage of orders carried items not on *"Snaps"* with prices open for regular goods.

Majority requested to be put on regular mailing list.

Many asked for quotations on other goods.

We have had to do some tall hustling to get in more goods with which to fill all orders complete, on account of the enormous amount of orders received and the unusual quantities ordered.

Majority of orders covered full page in round quantities, and a large number covered both sides of the order blank.

This should be a great object lesson to every one of our salesmen and especially those who hit only the high spots and call on about 10 *per cent of the drug stores in their territory instead of* 90 *per cent. Why pay railroad fare to get to another town when you have only started in the town you are leaving. Think about it seriously.*

This catalog, unlike the salesmen, never missed a prospect. In the main, its success was due to the fact that it "called on more prospects." In a few days' time it called on 50,000 druggists, when it would have taken the 50 salesmen, making an average of 10 calls a day, at least 100 days to cover the same number of prospects.

In addition, this catalog reached many retailers in out-of-the-way places where no salesman could possibly afford to travel—in towns with only one train a day coming in, and none going out until the next day—in places that could be reached only with an automobile or carriage, and in the outskirts of large cities where salesmen were apt to overlook the possibilities.

Handling Salesmen's Commissions.—Usually when a wholesaler or a manufacturer considers adding a mail-order department, the first question raised is: "What shall we say to the salesmen? How shall we handle them?"

Retailers, department stores, and manufacturers, whose salesmen are on straight salary or who work through agents, are not concerned with this problem. But where salesmen have been given certain territories under contracts which stipulate that they are to receive commissions on all orders from their territories, whether "personal sales" or not, a situation arises that may make the addition of a mail-order department unwise or at least unprofitable, for each mail order would have to stand two sales costs—the salesman's commission and the cost of making the sale by mail.

One concern found that it could get its salesmen to sign an agreement through which each man was to receive his regular commission on "personal sales" plus commission on each mail-order sale made to a customer or prospect on whom he had called within the 60-day period prior to receipt of the mail order. The salesmen agreed to waive commission on all mail orders made to new accounts or from customers on whom they had not called for 60 days.

This concern, in return, agreed that, upon receipt of an order from a new account, it would send a copy of the order to the salesman in the territory and that if he followed up the account, and records showed that he made a call 60 days prior to receipt of the next mail order, he was to receive his regular commission on

it. This plan served to keep the sales force alert, for it realized that, to earn a commission on a mail order, the records would have to show that a call had been made on the particular customer within a 60-day period. Fewer prospects were missed. New accounts were followed up faithfully. Even under such improved conditions, the house enjoyed a profitable mail-order business, although on over half the orders received from the mail-order literature, it was necessary to pay two commissions.

Salary Versus Commission.—All salesmen are glad to have their territories flooded with direct mail, especially if the resulting inquiries are forwarded to them quickly enough to be of use in closing sales. But they are not so friendly to mail-order literature which enters their territory practically in the guise of a competitor.

Unless properly convinced of the value of the idea, and acquainted with the reasons for mailing this type of literature, they are sure to resent it, and will do all in their power to minimize the results to be obtained. They will even go so far as to depreciate it in the presence of customers. Salesmen may ask customers to hold orders so that they can obtain credit for them.

When salesmen are on straight salary, it is possible for the sales manager to instruct them to keep on selling as before the mail-order department was started, but to invite and advise the trade to mail their orders in whenever possible, pointing out that the savings made in selling by mail will eventually be reflected in reduced prices to the trade.

If salesmen can be shown that mail-order literature is not a competitor, and that for every piece which brings back an order there are 10 pieces which do not, and that these 10 pieces serve as so much direct aid, then they will feel satsified that the mail-order venture is an auxiliary feature, and an aid to them. They should never be let to feel that a mail-order campaign is in the nature of an attempt to replace them.

If a salesman is given full commission for mail orders, he is likely to lose initiative, and work no harder than absolutely necessary. If, on the contrary, he receives no commission, he is likely to confine his attention to customers who will give him orders rather than send them in by mail.

One large jobbing house has adopted the policy of giving salesmen half credit on all mail orders coming from their territories, and this plan has worked out successfully. In this case, territory was closely covered by the sales force, but the half profit given to the mail-order department for mail-order sales more than paid for it. The promotional work, reflected in increased sales from the regular sales force, was of great value.

Where the mail-order department looks for business in territories outside of those covered by the sales force, any conflict is likely to be on the bordering regions, and little trouble results. In any case, whether the mail-order department is used to increase sales in territories already covered by salesmen, or whether it is used to broaden markets beyond the regular sales territories, it should prove profitable.

Special Mail-order Adaptations.—There are many hybrid, or mixed, methods of marketing in which mail-order plays a part. There are also businesses where a mail-order department is conducted not for direct profit but in order to assist the building up of goodwill.

One large jobber of drug store merchandise in New York conducts a retail store on the premises, sells by mail direct to the retailer, sells by mail to other jobbers, and has a large manufacturing laboratory in connection with his establishment. In addition, he has a sales force. Each one of these methods of marketing is profitable.

Retail stores have no problems connected with the sales force when operating mail-order department. John Wanamaker, Saks & Company, R. H. Macy & Co., Gimbel Brothers, and other large retail department stores throughout the country do business also through mail orders. The literature is not only sent to charge account customers to invite orders when they are unable to visit the store, but is used to widen and extend the scope of the territory in which the store can do business.

A well-known retailer of sporting goods equipment uses a mail-order department, although unprofitable, as an adjunct to its business. Men who are going on long trips purchase their outfit of sporting material, fishing tackle, clothing, etc., and usually take a catalog with them for the specific purpose of reordering those items which become broken or lost, or add-

ing to their equipment as they proceed upon the trip. This mail-order department is not a success financially, but it serves as a useful feeder and builder of goodwill.

Manufacturers who sell to jobbers often add a mail-order department to assist the jobber to get business from retailers, either giving the jobber credit for all orders coming from retailers in his territory, or selling in territory where the jobber, has, as yet, no distribution.

Many jobbers, manufacturers, and retailers utilize mail-order departments to widen the scope of their activities and increase the volume of business. In this way overhead is reduced, and they secure larger purchasing and buying facilities.

PART II
PRELIMINARY RESEARCH

CHAPTER III

MARKET ANALYSIS

Every business concern analyzes its market consciously or unconsciously, and changes its policies as the result of its experience. Market analysis implies a conscious examination of market conditions, and their effect upon the product and the company, in advance of any actual attempt to market. In other words, market analysis will permit the company planning a campaign by mail to estimate in advance the correct selling territory, the best time for mailing, the price or other appeal, the nature of the competition, and the buying motives of the potential customers.

The primary function of a market analysis is to obtain the facts relating to the market. Depending on the nature of the problem, these facts may be either easy or difficult to secure.

After the facts have been obtained, it is necessary to analyze and interpret them. It is at this point that a knowledge of mail-order technique is of importance. Given a certain set of facts regarding the market, it is possible to formulate sales literature which will capitalize the information.

Results of Market Analysis.—Market analysis should have a threefold effect upon the marketing plans of the concern making it:

1. The actual and the potential market will be mapped out. This should not only include the physical extent of the market but also describe the habits and prejudices of the individuals making up the market group.

2. The product itself will, in all probability, be affected by the results of the findings. While it is true that the study of the market is primarily determined by the nature of the product, it is also true that after the market has been found there are certain points about the product which may be modified with good results. For example, the market analysis will determine

the price which is to be paid for the product. It may also determine the form of the carton or the unit size of the product. In many ways, it will exercise a modifying effect upon it.

3. The most important part of the market analysis is the application of the findings as to the product and the market to the methods of marketing. In other words, the sales appeal should be brought out clearly by the market analysis. It is necessary to know how many individuals in a certain territory will buy a certain product at a certain price, and what reasons are going to induce them to part with their money for this product. Specialty seller, mail-order house, jobber, and retailer may all find different answers to their questions, but these answers, when correctly interpreted, will save much money and time spent in planning.

The first point in making any market analysis is the product, since it is the product which determines the nature and scope of the survey.

The Product.—The product in the mail-order market analysis means the article or articles, service or services, which are to be sold. An investigation for a mail-order house would have to take into consideration the general type of product to be sold rather than any specific case. The manufacturer of a line would have to investigate carefully which of his various styles or sizes could be sold profitably by mail. The seller of a specialty would wish to plan exactly what the uses of this product were or for what reasons it would be likely to sell. An individual or a concern desiring to market a service would know almost immediately to whom this service would be likely to appeal, from a study of the actual facts about the service.

It is desirable to determine in so far as possible whether a product is a necessity or a luxury. What constitutes a luxury for one man may be an absolute necessity for another. Generally speaking, however, such articles as jewelry, the finer grades of clothing, and amusements, art objects, oriental rugs, and automobiles of the more expensive makes are luxuries.

In the expenditures of every family there are free dollars and mortgaged dollars. The free dollar is the one left over after buying all the necessities that a family requires. It may either be saved or spent for luxuries. The mortgaged dollar

is the one that must be spent for clothing, rent, food, and other actual necessities.

The nature of the product, whether it is a luxury or a necessity, will, therefore, determine whether it will be bought with free or mortgaged dollars, and the market will, accordingly, be divided. A seller of luxuries cannot hope to succeed where the majority of dollars are already mortgaged.

Every product has certain physical qualities which will affect its market. Its size, shape, color, appearance, weight, strength, or other particular or exclusive qualities should be carefully tabulated for comparison with market needs. Its size and weight may restrict mail-order sales to contiguous territory, or its fragility may bring up a question of packing to avoid breakage.

One of the fundamental points to be decided by the market analysis is the number of sizes, styles, and types of product which shall be sold by mail. Selling by mail requires that the mail-order house have in stock all material listed for sale. Hence, the problem of storage becomes important, as well as the source of supply of the product. It is not wise to plan on selling more products than can be profitably handled. It will not pay to offer products for which there is little demand, or sizes for which no market exists.

In personal salesmanship, it is often thought good sales policy to offer variety. In mail salesmanship, the emphasis is placed on standard goods, modified to meet special demand. During times of great business prosperity, a mail-order house can offer a wider selection of luxuries than during hard times.

To sum up, a study of the product should make clear the following points:

1. The character of the product, whether a necessity or a luxury, and the degree of luxury element present.
2. The physical characteristics of the product, and their effect upon selling by mail and the possible market.
3. The number of lines, sizes, or styles which would be feasible to market by mail.
4. The volume of the product available for sale. This, naturally, will determine the degree to which possible markets will be exploited.

The Market Range.—One of the most important features of a market analysis for a mail-order business is the planning of the geographical area of the selling territory. Depending on various conditions, a market may be broad or narrow. It may be concentrated in certain portions of the country where population is dense. It may be restricted to country districts. It may draw only from a limited area around the point of production.

In many cases there are special market areas which are, for one reason and another, more profitable to exploit. Figure 2, for example, shows the logical field for mail-order houses, on the

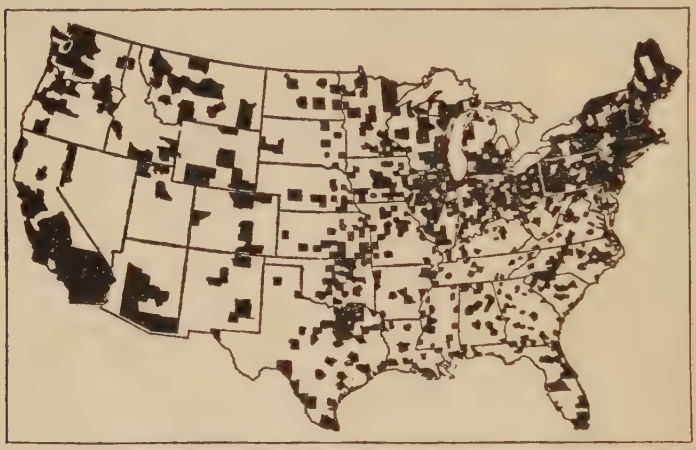


FIG. 2.—Mail-order houses do a large business in communities of as high as 25,000 population. In the map above, the black spaces represent those sections of States in which are counties containing towns of 5,000 or over. Assuming that mail-order concerns must look to strictly rural communities for the bulk of their business, the white area shows the enormous extent of the territory which they can serve, especially in the Mississippi River Valley. (*N. Y. Evening Post.*)

theory that strictly rural communities offer the best and easiest markets. The white areas on this map show cities containing above 5,000 inhabitants.

Geographical market range will be affected principally by the following factors:

1. *Distribution of Users.*—If an article is in general use by all classes, and if there is a certain known per capita consumption, it is simple to figure out markets from a study of the distribution of

population. If, on the other hand, the product is to be used by some special class of the population, it is necessary to obtain a mailing list of that particular class. For example, if a textile mill supply were to be marketed by mail, the geographical market range would center around the textile mills. Where mailing lists of local market prospects are not available, it is necessary to advertise for them, thus building up scientifically a knowledge of market range.

2. *Productive and Distributive Facilities of Seller.*—The maker of a specialty and the owner of a retail store will have entirely different market ranges. The physical limitations upon delivery of the various types of sales agencies will have a guiding influence.

Market Limitations.—In making a market analysis, it is necessary to study the results of the various factors which will exercise a limiting effect.

1. *Competition.*—An understanding of the nature of the competition to be encountered will show the means for successfully overcoming it. The reason why the retail store has been so unfortunate in attempting to compete with the mail-order house is because of its lack of understanding of the principles upon which the mail-order house does business. If a house attempts to sell by mail, it must study competition under the following aspects:

(*a*) The Type of Competition.—Naturally, if a concern sells by mail, it should know the other ways by which the same type of article is sold—whether through retail stores, by personal solicitation, etc.

(*b*) Competitors' Sales Methods.—A study of competing sales methods, appeals used, methods of merchandising products, etc. is always valuable and instructive.

(*c*) Competitors' Prices and Merchandise Lines.—Before undertaking any serious attempt at selling in an untried market, prices and products of already existing competitors should be carefully scrutinized.

2. *Consumer Characteristics.*—Almost every market is limited in volume by factors relating to the ultimate consumer. In selling by mail, just as in selling by any other method, it is necessary to take these into consideration. Among the most important are:

(*a*) Sex.—It is necessary to arrange selling literature with reference to whether the buyer is man, woman, or child. The percentage of men or of women buying a particular article varies considerably in each line. According to Herbert N. Casson, women spend three times as much money as men, because they purchase for the home and the family as well as for themselves. Hence, the women's point of view must be studied carefully. It must be remembered that in selling by mail the woman's point of view may be modified by the masculine point of view, because mail purchasing is frequently a family affair.

(*b*) Age.—The appeal for childern, for adults, and for old people will often differ for the same article.

(*c*) Race.—Foreigners have certain peculiarities in tastes and preferences.

(*d*) Religion.

(*e*) Disabilities.—The markets for many articles are founded entirely on the disabilities of the consumers.

(*f*) Occupation.—Many products are sold only to one trade or one group of trades, and the market is limited narrowly.

(*g*) Buying Habits.—Buying habits are constantly changing. While the vogue of a fad or a style may alter in a period of months or even weeks, other more staple articles are also changing. Buying habits are also sectional, occupational, religious, and racial. To quote the statement of the executive of a large mail-order house appearing in the New York Sun:

> We find that people drink twice as much coffee as they do tea and that they drink ten times as much black tea as they do green tea. . . . No other color sells as well as black in the South, because the Southerners observe mourning more strictly than Northerners do. Rugs with floral patterns do not sell well in California because the people out there have so many real flowers. . . . Customers have a notion that red rubber is better and lasts longer than white or gray; white laundry soap is thought to be superior to yellow; and in the Middle West left-hand plows are much more popular than anywhere else.

3. *Market Characteristics.*—In addition to limiting factors due to competition and to consumer traits, there are certain features due to the location of the market which must be considered before planning the selling campaign.

(*a*) Seasonal Characteristics.—Almost every product is in greater demand at one season or time of the year than at others.

Consequently, the line of sales resistance is less at those particular times, and mail campaigns may be expected to bring larger returns. In many ways, however, selling by mail has an advantage over personal selling. Because the appeal can be made direct to the consumer, and because it is possible to emphasize the reasons for buying at a time not usually considered best, the mail campaign may be used to stimulate off-season selling.

(*b*) Prosperity versus Depression.—Mail selling is just as likely to feel the effects of business depression as any other form of selling. In the case of the catalog houses, such changes often bring disastrous effects. In any case, the market analysis should endeavor to forecast market trends in the immediate future.

(*c*) Climatic Factors.—The concern selling by mail must always plan its market campaigns with reference to the climate or to weather conditions in the various markets in which it sells. The demand for many articles varies in the South and in the North because of the climatic differences. Clothing, particularly, is a case in point.

(*d*) The Replacement Market.—It is important to know just how long it is going to take before a prospect who has once been sold is likely to need another article. In some cases, of course, the first sale is the last. In other cases, the repeat market is constant. In others, it is a conjecture which can be turned into a matter of reasonable certainty through careful investigation.

Methods of Securing Data.—The facts upon which the results of the market analysis are determined are secured in three principal ways:

1. Bibliographical sources.
2. Personal interview.
3. The questionnaire.

It will depend a great deal on the type of product to be sold and on the nature of the market which forms of data will be best for the purpose. Before attempting to gather these data, it would be a wise plan to consult some standard book relating to market analysis, such as the volume by White. The principal points only are summarized here.

Bibliographical Work.—In many cases, there are various printed sources of information which may prove valuable. The difficulty with much of this material is the likelihood of its

being out of date. There are three main sources of bibliographical information:

1. *The Library.*—Either in a public library or in the possession of the company will be found various books, directories, and compilations of facts having to do with the product, directly or indirectly. It is essential to become acquainted with the salient facts contained therein.

2. *Periodicals.*—The various papers connected with the trade are likely to have valuable collections of data in regard to the marketing of the product in question.

3. *Statistical Data.*—There are many sources of statistical nature which may be consulted in regard to markets. Income tax returns are of valuable assistance in computing buying power. Census reports will give some idea as to occupational and other distinctions.

The Interview.—Market data collected through the personal interview are unquestionably the most valuable, but their uses are necessarily limited. In order to cover territory adequately, it is essential to have a large force of investigators. In any but the most exceptional cases, this would not be feasible.

Another danger in securing facts from interviewing is that the investigators may become biased unconsciously. It is also difficult to reduce information needed to a set form. If this is not done, however, the information becomes too vague for practical use.

The personal interview can be made effective in the case of the retail store which desires to increase goodwill among mail patrons in outlying towns. This has been done successfully by several large department stores. Interviewers were sent to call on persons whose names appeared on the mailing lists and it was ascertained what customers wanted in the way of merchandise and service, what complaints they had to make, etc.

The Questionnaire.—The third and most common means of gathering information relative to selling by mail is the questionnaire. It has the advantage of being comparatively inexpensive, and, if carefully handled, can give almost as good results as the personal interview.

A great deal of the success of the questionnaire method depends on the way in which the questions are asked. It is

desirable to accompany the questionnaire with a letter, explaining for what reason this information is desired, and why it is to the advantage of the recipient of the questionnaire to fill it out.

A stamped return envelope should always be enclosed.

The make-up of the questionnaire will depend largely on the character of the individuals to whom it is sent. Since it is essential to obtain their interest, care should be taken in making up the mailing list that only those who are likely to be interested are included. The consumer is the hardest person from whom to get information. There is little reason for him to reply to a questionnaire, although many consumer questionnaires have been successful, where the appeal was formulated carefully.

Jobbers and dealers may be reached, as a rule, through an appeal to self-interest. They will answer the questionnaire if it can be proved to them that they are not betraying any trade secrets and may receive information beneficial to themselves.

When questionnaires are sent to customers already on the books, such information as is asked for cannot well be refused.

Sending Out Questionnaires.—The best method of bringing out the various points in the technique of formulating and sending out a questionnaire is to illustrate from practical experience.

A jobbing house in a large southern city, which did an entirely mail-order business to retail service stations, garages, mechanics, and repairmen, carried two main lines of merchandise—automobile accessories and spare parts. It was desired to find out:

1. The geographical selling area.
2. The selling appeal.
3. Miscellaneous facts.

A letter was prepared as illustrated in Fig. 3. In this case it was desired to keep the name of the firm secret, so that perfectly unbiased answers could be obtained. The letterhead, therefore, was in the name of the "Southern Statistical Bureau," although it might just as well have been in the name of any individual.

Such a letter will bring best results if written on an automatic typewriter, but if such a machine is not available, it can be printed on a multigraph and filled in so carefully that the name and address match the body of the letter exactly—an important point in producing a large number of replies.

THE SOUTHERN STATISTICAL BUREAU
711 East Main Street
RICHMOND, VIRGINIA

Dear Sir:

Uncle Sam runs the mails very efficiently, and a two-cent stamp can be made to do great service for you.

We are enclosing in this letter a government stamped envelope. It is addressed back to us.

You know the automobile parts and accessory business and we want your valued experience in answering a few questions.

The result of your answers may mean the giving to you of a better service—and better service in these days means more business and more profits.

Please answer the questions as soon as convenient, using the addressed stamped return envelope for sending your answer back to us.

We thank you for your cooperation, and hope to be able to reciprocate.

Very sincerely yours,
THE SOUTHERN STATISTICAL BUREAU.
By

FIG. 3.—To keep the identity of the mail-order jobber a secret, he improvised the name, "Southern Statistical Bureau" and thus received unbiased answers.

Fill Out This Questionnaire

It will take less than three minutes for you to answer the questions on the attached sheet. You do not even need to write. Merely check answers in the spaces provided. Then fold and mail the questionnaire in the stamped and addressed envelope that is attached.

Your replies will, of course, be kept strictly confidential and, if you wish to have it absolutely secret, you do not even have to sign your name.

If you check the last question we shall be glad to send you free, a copy of the results so that you can see how you compare with other garage and repair men in the South.

FIG. 4.—A little pink slip, 1½ in. high by 3 in. wide on 16-lb. bond, and printed in black ink, was attached to the questionnaire shown in Fig. 5.

Each letter should be signed in ink with the name of an individual.

The letter is brief and to the point. It emphasizes the trade knowledge of the recipient and the value of his answer. It requests that he fill in the questionnaire and calls attention to the enclosed stamped envelope.

In addition to the questionnaire, this letter was accompanied by a pink slip, about 1½ in. wide by 3 in. long, printed in black ink on 16-lb. bond paper. The text is shown in Fig. 4. It points out to the recipient that it will take less than three minutes to fill out the questionnaire by checking answers, and he may sign the letter or not. But, in order to identify the returns by states, counties, and cities, each name on the mailing list was numbered consecutively, and each questionnaire had a small number in the lower left-hand corner to correspond with the one on the mailing list. Whether the man signs the questionnaire or not, his identity is known.

Lastly, the pink slip calls attention to the fact that the recipient of the questionnaire may have a copy of the results free, by simply checking in the space provided.

Formulating the Questionnaire.—The questionnaire illustrated in Fig. 5 completed the assembly.

It was multigraphed on a single sheet of 8½- by 14-in. white bond paper, and the pink slip was clipped to the upper left-hand corner. Then the questionnaire, with slip attached, was folded behind the letter, and the three pieces inserted with the return envelope in a No. 9 government stamped envelope, bearing in the upper left-hand corner the return address, similar to one used on the letterhead. The return envelope should be a No. 5 government two-cent stamped envelope, and should be addressed to the statistical bureau, with no corner card whatsoever.

In order to make up the mailing list, the jobbers' list of 15,000 dealers was taken. Three thousand of these names were picked out as follows: Since 10 states comprised the territory, 300 were picked from each state, scattering the names as much as possible so that the list of 3,000 names, when completed, virtually covered the South.

Judging by actual experience, from 300 to 500 replies were to be expected, which would give sufficient data to arrive at

THE SOUTHERN STATISTICAL BUREAU
RICHMOND, VIRGINIA
QUESTIONNAIRE

1. Would you consider purchasing your auto accessories and parts *by mail?*
   Yes.....
   No.....
2. Do you now order *by mail* high-grade parts such as camshafts, crank-shafts, pistons, axles, etc.?
   Yes.....
   No.....
3. In what cities do you now buy your parts and accessories?
   .....
4. How long does it generally take *in days* for your orders to be filled and reach you?
   .....days
5. In what are you most interested when purchasing parts?
   Speed of delivery.....
   Courteous service.....
   Low prices.....
   High quality.....
6. In what are you most interested when buying auto accessories?
   Speed of delivery.....
   Courteous service.....
   Low prices.....
   High quality.....
7. About how large a stock in dollars and cents do you carry in auto accessories?
   $.....
8. About what are your yearly purchases of parts?
   $.....
9. What three makes of cars do you supply parts for most frequently in your neighborhood?
   1.....
   2.....
   3.....
10. If you could get right prices, immediate delivery, and courteous service, would you buy *by mail* parts and accessories from Richmond, Va.?
    Yes.....
    No.....
11. If your answer to question 10 was "No," will you please state your reason?
    .....
    .....

How would you prefer to pay for purchases made *by mail?*
   Cash in advance.....
   C. O. D.....
   30 days' credit.....

13. Did you ever buy anything from Bailey & Co., Atlanta, Ga.?
    Yes.....
    No.....
14. Would you like to receive without cost, the complete results of this questionnaire, so that you can see how other accessory dealers, garage, and repair men in the South stand on these questions?
    Yes.....
    No.....

Signed.....
Address.....
Town or city.....
State.....

FIG. 5.—This form, processed on a sheet 8¼ × 14 inches, was sent by a Southern jobber of automobile parts, to a list of 3,000 dealers.

a general average. As a matter of fact, 339 replies were received from 3,000 questionnaires sent out.

The questions on the questionnaire were carefully arranged so that the recipient could answer with the least possible effort. Questions gave no hint of the answer desired. By tabulating possible answers and making it easy to check them off, ambiguity in answers was avoided.

Interpretation of Results.—The first question was included in order to settle definitely the problem of whether dealers would order by mail or not. There were 275 replies in favor and 23 against.

By a careful tabulation of the returns to question 3 in regard to the places where parts and accessories were bought, it was found that purchasers of auto accessories would send to much greater distances for supplies than would purchasers of high-grade parts. This would seem an obvious conclusion, but the surprising thing is that the jobber in question, who had an investment of over $800,000, had been doing business for years without suspecting this fact. It was revealed to him at the cost of a few hundred dollars expended in this questionnaire. People would purchase a gross of patches or a dozen inner tubes, tires, horns, etc., by mail from great distances, because they could afford to wait. When it was a question of parts, it was essential to have quick delivery and the jobbing house nearest at hand would receive the order.

The selling area of this particular house proved to be about 300 miles in any direction from the site of its buildings.

In the case of parts, speed of delivery was second to high quality, low prices third, and courteous service fourth. This was especially interesting since the jobber's idea, prior to the dispatching of the questionnaire, had been that purchasers of parts bought entirely because of speed in delivery. He felt that a man repairing a Cadillac-8 was in a hurry for a camshaft, and speed was the essence of the sale. As a matter of fact, the questionnaire proved conclusively that quality was the main item taken into consideration.

On the purchase of auto accessories, although quality was naturally a feature, the impressive part of the returns proved that buyers wanted to make a great deal of money on the resale

and were interested primarily in price and were not much concerned in speed.

Combustion Utilities Corporation

EXECUTIVE OFFICES: 8-10 BRIDGE STREET

NEW YORK

Sept. 15, 1923.

Hoover Body Co.,
Wheatfield & M. & P. R. R.,
York, Pa.

Gentlemen:

We are preparing a Book on Furnaces for Heat-Treating, Annealing and Carburizing, and would like to send it to all manufacturers who do any kind of heat-treating, annealing, or carburizing. As the book contains technical data and descriptions, we would like to place it in the hands of your engineers, or other individuals who would find such data most useful.

If you will kindly check the items listed below and return to us in the enclosed stamped-and-addressed envelope, we will send you a copy of the book free of charge as soon as it comes off the press.

Yours very truly,

Combustion Utilities Corporation

Henry O Loebell

Vice-Pres. & Gen. Mgr.

To save your time, simply check the items below:	Simply Check:
We use heat-treating or annealing or carburizing furnaces: Yes: ☐ No: ☑	
We expect to install heat-treating, annealing, carburizing or similar furnaces: Yes: ☐ No: ☑	

The individuals interested in receiving free-of-charge this new book on heat-treating, annealing and carburizing furnaces are:

Name	Title	Address
Name	Title	Address
Name	Title	Address

FIG. 6.—This letter served, not only as an aid in analyzing the company's market, but as a source for building a responsive mailing list.

Questionnaire for a New Product.—The actual example of the questionnaire campaign just quoted had to do with a business already established, where a number of lines were sold by catalog.

One of the most valuable uses of the questionnaire occurs prior to the actual merchandising of a specialty product.

Figure 6 shows a letter which has produced excellent results in procuring necessary information for the marketing of heat-treating, annealing, and carburizing furnaces. The letter was sent to all companies which might be likely to use such a product. It contained an offer of a book which would be of value to engineers. The bottom of the letter contained space for checking the type of equipment used, and the names of individuals who would be interested in receiving free of charge the book on heat-treating furnaces. At the same time that it analyzes its market, this company builds a permanent mailing list.

In selling by mail, just as in selling by any other method, there are creative sales and switch sales. The creative sale makes a demand for an article that has never been made or sold previously. The switch sale merely takes the business away from some other merchant or manufacturer.

A study of market possibilities should reveal whether the contemplated campaign will be required to build sales where they previously did not exist of whether it will simply be necessary to try to corner a share of the existing custom. Often, a mail-order campaign built to switch existing business to a newcomer will at the same time create some new business. There is, for example, no limit to the number of pairs of shoes the American people can buy. Every new selling effort will in some measure stimulate the purchase of more pairs of shoes, even though the evident intention is to switch existing business.

Before any concern or individual can sell intelligently by mail, it is necessary to know whether literature is to reach the free or the mortgaged dollar, whether the contemplated sale is to be creative or switched. In addition, it is desirable to know every fact, both local and national, that might have a bearing on the success of the campaign. Bank clearings, census figures, seasonal crop reports, local employment conditions, buying power of families, strength of competition, local tendencies, should all be subjected to the scrutiny of the concern or the individual planning to sell by mail.

CHAPTER IV

CAMPAIGN PRELIMINARIES

The efficient mail-order campaign is built upon the facts brought out in the market analysis, but it also must take into consideration certain psychological factors peculiar to selling by mail. Generally speaking, the order is the ultimate goal of selling activity, but in the mail-order business it is the only discernible evidence that all the intricate calculations made by the advertising man, and all the interrelated and regulated machinery of the house, have functioned properly.

Whether the firm is large or small, issues a 1,700-page catalog or depends for its sales on a single mailing piece, sells everything from A to Z or merchandise one small novelty, has a captial of $50,000,000 or $100, its chances for profit depend largely upon the volume and the percentage of profit per order secured from its customers through the medium of its mail-order literature.

Contrary to common belief, getting an order by mail does not depend entirely upon the well-known "attention—interest—desire—decision" sales program taught in the salesmanship textbooks. These steps are naturally present in every sale that is made, but there is the further necessity of securing action. A classified advertisement in a well-known paper, for example, may convince a reader that he should buy a certain radio device. The copy, however, reads: "Send check for $100 with order." The name of the seller is unknown, and the buyer has not the confidence in this individual to trust him with a check for $100. In other words, the mail-order sale has been made in the prospect's mind, but action has not been secured.

Five Fundamentals for Producing Orders.—There are five conditions which mail-order literature should fulfill in order to induce the prospect to act and to send his order.

1. The building of such confidence in the mind of the prospect that there is no hesitancy in forwarding money in advance of receiving the goods.

2. The wording of the guarantee as to unsatisfactory goods in such a way that the prospect credits the statements made in the catalog.

3. Sufficient information is given so that the prospective customer will know how to arrange to pay for transportation charges where the merchandise is to be sent by parcel post, express, or freight, and prepaid or collect.

4. Sufficient information is provided so that the prospect will know how to send the money order, currency, personal check, or coin.

5. Action-producing plans are used so that the sale concluded in the mind of the reader is transferred to paper, some form of money enclosed, and the letter mailed.

The principles herein involved apply not only to the mail-order house selling direct to the consumer, but apply as well to:

1. The retail store which has a mail-order department.

2. The wholesaler who sells exclusively by mail to retail dealers.

3. The wholesaler whose chief business is done through a corps of traveling men, but who has a mail-order department selling retailers upon whom the salesmen do not or cannot call.

4. The manufacturer who sells to the consumer direct.

5. The manufacturer who sells only to the retailer through the medium of mail-order literature.

6. The manufacturer whose sales are chiefly made through salesmen, but who has a mail-order department.

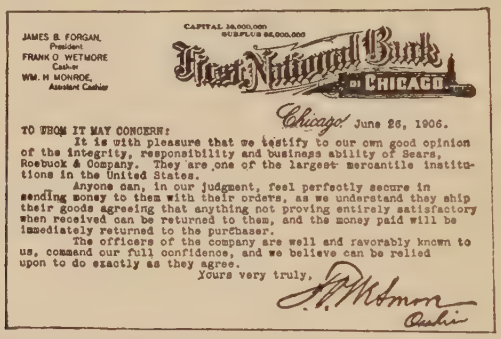
Each of these factors should be understood thoroughly by the mail-order seller, because it is on the psychological reaction to the method in which these five points are introduced into the sales literature that the percentage of orders will in great measure depend.

Building Confidence.—The first point to be considered is the building up of sufficient confidence in the integrity and honesty of the firm offering the merchandise to make the customer feel safe in forwarding money in advance.

Strange as it may seem, there are in this country today hundreds of people who hesitate to purchase any part of their wants by mail for fear they will neither receive the goods nor see their money again. Not only customers but also many small-

business men, professional men, and retailers are still hesitant about parting with their money before actually getting possession of the goods.

The large mail-order houses, by careful treatment of their customers and by fulfilling all promises made, have established their integrity and honesty so firmly that consumers have little or no hesitation in forwarding money in advance. In fact, mail-order houses receive in every day's mail, from customers mentally too indolent to add their purchases and figure what the prepaid freight or express will be, checks, drafts, and money orders in amounts exceeding the actual purchases. These customers have discovered by experience that they can mail a check for $100 to cover purchases of perhaps $82.50 plus freight of $1.80, and that



CAPITAL $6,000,000
SURPLUS $6,000,000

JAMES B. FORGAN, President
FRANK O. WETMORE, Cashier
WM. H. MONROE, Assistant Cashier

First National Bank OF CHICAGO

Chicago June 26, 1906.

TO WHOM IT MAY CONCERN:

It is with pleasure that we testify to our own good opinion of the integrity, responsibility and business ability of Sears, Roebuck & Company. They are one of the largest mercantile institutions in the United States.

Anyone can, in our judgment, feel perfectly secure in sending money to them with their orders, as we understand they ship their goods agreeing that anything not proving entirely satisfactory when received can be returned to them, and the money paid will be immediately returned to the purchaser.

The officers of the company are well and favorably known to us, command our full confidence, and we believe can be relied upon to do exactly as they agree.

Yours very truly,

J. W. Monroe
Cashier

FIG. 7.—Although Sears, Roebuck & Company are now so well established that few hesitate to send them money, back in 1906 the above letter was necessary to stimulate confidence.

these mail-order houses will make a careful accounting and return the unused funds.

There are several methods of establishing confidence in the mind of the buyer, the chief of which are the following:

1. *The Testimonial.*—Not many years ago a firm doing any or all its business by mail often published, in a prominent part of its literature, a statement as to its integrity and responsibility, over the signature of a reliable bank. Figure 7 shows a letter used in 1906 by Sears, Roebuck and Company. Although this firm no longer publishes such a letter, a new concern, or one unknown to the majority of the people on the mailing list, will find it an excellent method of establishing the fact that the house

is reliable, and may be depended upon to act fairly with its customers.

2. *Ratings.*—New or unknown houses, when selling to business men who understand the function of rating books, such as Dun's or Bradstreet's, may eliminate the testimonial letter and mention instead their trade rating. Because a Dun or Bradstreet rating often means little to the average small-business man or retailer, and practically nothing to the average consumer, this method cannot be widely used.

FIG. 8.—If you have a big plant, a picture of it in your mail-order literature increases confidence; but if you occupy a floor or a small office in a large building, do not use a photograph of the entire building with your firm name on it—your customers will eventually find you out.

3. *Pictures of Buildings or Plants.*—Pictures of the buildings or offices of the firm are often used effectively, particularly when these buildings present an imposing appearance. Figure 8 shows how three large mail-order concerns utilize sketches of their buildings to establish confidence in the minds of buyers. When the retailer or the consumer sees this concrete evidence of the activities of the mail-order house, he is unconsciously impressed with a sense of its stability.

4. *Form of Sales Literature.*—If the mail-order merchandiser uses a letter from his banker and a picture of his buildings, and

then fills his catalog or other literature with copy or illustrations certain to breed mistrust, he is destroying the effect which he has tried to create. The form and size of mail-order literature, the style of copy used, the use or non-use of superlatives, and the general atmosphere will have a direct bearing on the feeling of confidence in the minds of prospective customers.

The Function of the Guarantee.—The buyer of goods by mail naturally desires to know under what conditions purchases may be returned, and exactly what action the firm will take in regard

FIG. 9.—Because it has been discovered that 98 per cent of the people are honest, large mail order houses have adopted a "standard guarantee."

to these returned goods, provided they are not satisfactory. This calls for an exact statement in plain understandable words, which will avoid any possible dispute with customers on this point.

Figure 9 shows how several well-known houses selling by mail word their guarantees. In each case there is a marked similarity of expression. The majority of the large houses have adopted what is known as a "standard guarantee," in which all merchandise is warranted as to quality, and an offer is made to refund the money for any reason whatsoever, and with it any transportation charges which may have been paid.

These houses have discovered that 98 per cent of the people in the United States are honest in their intentions, and, when they purchase merchandise, mean to keep it. It has been found that very few people return articles with which they are entirely satisfied.

In some cases the nature of the merchandise sent by mail requires some revision of the guarantee. The seed house, for example, cannot well guarantee the successful outcome of the seeds which it sells. The factors which will determine crop success are entirely beyond its control.

The guarantee of a well-known seed house reads as follows:

> We guarantee that every package we send out shall reach its destination in good condition, and that goods shall be received exactly as ordered. We do not guarantee stock to grow. No complaint will be entertained that is not made immediately upon receipt of stock. We cannot be held responsible after stock has been received in good order, as there are so many causes for failure over which we have no control, such as poor soil, unfavorable weather, and inexperienced culture. If your order does not arrive in good condition, notify us at once and return injured goods. Upon receipt of same we will immediately replace such goods or refund cost. Some stock is sent in a dormant condition and, while it may look dead, it is ready to be planted and will grow. When in doubt, consult some expert before returning. We cannot be held responsible for losses caused through detention by customs officials.

In this case the guarantee is by no means so sweeping as that of the regular mail-order house selling all lines.

Transportation Charges.—If the merchandise, or goods, is to be sent by express, freight, or by parcel post, it is necessary to make clear who is to pay the transportation charges. If it is desired that the customer should send sufficient money in advance to prepay this expense, it will be necessary for him or for her to have a simple method of figuring the shipping weight, and computing the necessary figures as to the cost.

This result is accomplished best by publication in the literature of tables, showing the cost per hundred pounds by freight, parcel post, or express, to various towns in the United States from the city where the selling concern is located. Figure 10 shows several methods of arranging these tables.

Many concerns do away with the payment of charges and raise their prices in the catalog sufficiently to permit them to offer

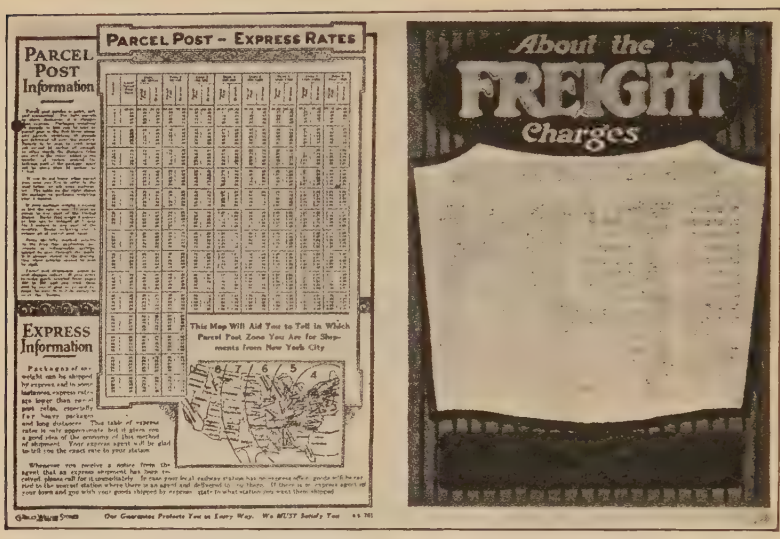

PARCEL POST – EXPRESS RATES
PARCEL POST Information
EXPRESS Information
This Map Will Aid You to Tell in Which Parcel Post Zone You Are for Shipments from New York City
About the FREIGHT Charges

FIG. 10.—Customers must be given sufficient information to be able to calculate the probable freight, express or parcel post charges.

How to Return Merchandise

Should it be necessary to return merchandise, please follow these instructions; All tags MUST be left attached to articles you are returning. Be sure to write your full name and address on the outside of the package, on the upper left-hand corner. Write us a letter, stating your reasons for returning goods, and tell us what you wish in exchange, and be sure to give:

1. Your full name and address.
2. Style number and price paid for each item returned.
3. Style numbers, colors, sizes and prices of the merchandise wanted in exchange.
4. With your letter you must send all the BILLS and PAPERS which we sent to you when your order was shipped. **Without them we cannot follow your instructions.**
5. Place proper postage on your letter of instructions containing the bills and papers and paste the letter securely to the package you are returning. Remember it is a violation of the Postal Laws to enclose letters or any written matter whatsoever in packages.
6. Your letter must be pasted on the OUTSIDE of the package and not mailed separately, as this would cause delay and confusion.
7. Both letter and package must bear the proper amount of postage.
8. You must get a receipt for your package from the postmaster or rural carrier. This receipt will cost you 1 cent extra, and must be held by you and sent to us should we require it. We cannot adjust claims without this receipt, so be sure to preserve it carefully.
9. For additional safety we suggest that you insure your package. You will be reimbursed for cost of postage and insurance.
10. **Non-Returnable Merchandise:** For sanitary reasons and as a protection to our customers, we cannot accept for exchange or refund hair goods and sanitary articles quoted on Pages 146, 147 and 214. Merchandise in the possession of the customer ten (10) days or more cannot be accepted for exchange or refund.

FIG. 11.—How one large catalog house makes clear to its customers the method to be used in returning merchandise.

"all merchandise prepaid direct to your home." The older mail-order merchandisers object to this method for the reason that it makes the prices appear too high. The mail-order buyer does not seem to realize that, when he purchases from a local retail store, he is paying the freight, since the freight is added into the price. Not thinking of this fact, he pays the purchase price and is content. The mail-order house takes advantage of this fact, because, when comparing prices in the mail-order catalog with those asked at the local store, the purchaser rarely adds on the cost of the freight.

In this connection, it is necessary to make clear how unsatisfactory merchandise should be returned. Unless careful instructions are given, much confusion is likely to result. Figure 11 illustrates the method of giving instructions for returning merchandise, printed by one large catalog house.

How to Send Money.—As the mail-order business is usually conducted on the principle of "send money with order," it is essential to instruct the buyer as to methods of sending money.

Where a single article is being sold by mail, it is sometimes a good plan to price in units of currency, such as $1, $5, or $10, and to request the prospective buyer to "attach one dollar bill to this card and mail today." In such a case, of course, the psychological effect of the odd price is lost.

Where many items are offered in a folder, or catalog, resulting in a mixed shipment of various items, the customer will be forced to send an odd amount through the mail. If he or she does not have a checking account, it will be necessary either to forward a money order or a draft. Since the inauguration by the government of the parcel-post collect plan, many mail-order merchandisers are taking advantage of it.

In the case of a manufacturer or a jobber selling to retailers, the plan of sending money in advance is often eliminated, and merchandise is sold on the ordinary credit plan of 30 or 60 days, as the case may be. Each order goes through the credit department in the regular manner, and undesirable orders are eliminated.

Inducing Action.—The securing of action on the part of the prospect is one of the most difficult problems to be solved in mail-order selling. Although the sales are made mentally, they must be set down on paper in the form of orders before they

become effective. Many of these orders come to nothing because the prospect merely says: "There is something I need. I must order that some day."

The experienced mail-order merchandiser is acquainted with various methods of overcoming human inertia and securing the order. The most important of these are the following:

1. Setting a time limit beyond which orders will not be filled.
2. Stating supply of article is limited.
3. Announcing that prices are about to go up.
4. Combination offers.
5. Cut-price leaders.
6. Copy technique.

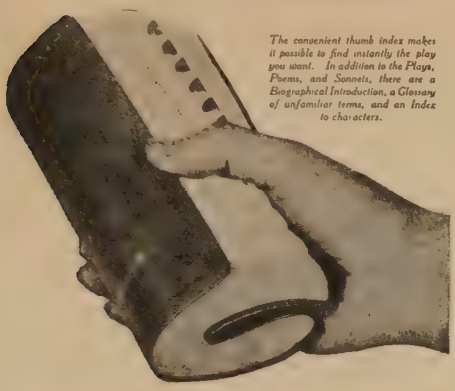
The Time Limit.—After the decision to buy has been reached in the mind of a prospective customer, the "time limit" is one of the strongest appeals to action that can be used. The literature states, for example, that "no merchandise in this folder will be sold at this price after August 31," or "this offer applies only during June, July, and August."

When the time limit offer is made, and the offer has expired, it is fatal to do as many amateur mail-order men do, to continue to fill orders for days and even weeks after the expiration period.

Customers who receive merchandise at the sale price, knowing that their order was not mailed until a week after the offer was supposed to terminate, will never again value the word of that concern. Word is even passed round among their friends with the result that any statement made in future literature will be discounted. It is better policy to lose a few orders and to return the money than to have the "time limit" method fail to produce results when used on a second or a third occasion.

The Supply Limit.—Following the "time limit" in importance is the "quantity limit." The buyer is told, for instance, that "only 51 of the lamps offered in this special sale are available;" or simply that "supply of this article is limited and customers are advised to send in orders promptly in order not to be disappointed."

The points stressed in this method is that delay is unwise. Consequently, if the sale is made mentally, this urge to action may result in getting the sale placed on paper. In Fig. 12, P. F.



The convenient thumb index makes it possible to find instantly the play you want. In addition to the Plays, Poems, and Sonnets, there are a Biographical Introduction, a Glossary of unfamiliar terms, and an Index to characters.

1400 copies of Famous Glasgow Shakespeare Have Reached New York

More than 1,000,000 people are reading this announcement!

To the first 1400 people who use the coupon below we will send this famous book—*all* of Shakespeare in a single volume.

Whenever a few copies have been available, we have offered them to booklovers. Again and again our limited supply has been swept off our shelves.

Now there are 1400 books. You can surely secure one—if you act at once!

In Glasgow lives a master printer who has an ideal. He has put into a single beautiful volume (1357 pages on India paper, bound in flexible top levant grain leather), the whole of Shakespeare's works. This genius of book craftsmanship is William Collins, of Collins Clear-Type Press, Glasgow. His sole associate in the United States is P. F. Collier & Son Company, publishers of such good books as, for instance, Dr. Eliot's Five-Foot Shelf. This single-volume Shakespeare is William Collins' masterpiece, and the finest book the House of Collier has ever imported.

Tear off this coupon now, before you turn the page! You will assure yourself of one of the 1400 copies on hand.

P. F. COLLIER & SON COMPANY, 416 West Thirteenth Street, New York, N.Y.

P. F. COLLIER & SON COMPANY
416 WEST THIRTEENTH ST., NEW YORK, N. Y.

Send me for examination, charges prepaid, one copy of your limited edition-de-luxe of Shakespeare's works, complete in one volume.

☐ When the book is delivered, I will deposit $1.50 with the postman and send you $1.00 each month until the full price of $6.50 has been paid.

OR

☐ I will deposit $5.50 with the postman, which will be credited as payment in full if I retain the book.

(Mark X in square to indicate plan of payment you prefer.) Your deposit will be refunded at once if the Shakespeare does not exceed your expectations.

Outside the U. S., price $6.50 per copy (Cash or Money Order must accompany order).

Name Mr. / Mrs. .....

Street and Number .....

City ..... 2445-SHJ M

FIG. 12.—One of the best urges to action is the statement that the supply is limited, as used above by P. F. Collier & Sons Company.

Collier and Son Company makes excellent use of the limited-supply argument to sell a special single-volume edition of Shakespeare.

Prices About to Go Up.—The announcement that prices will go up shortly is often sufficient to obtain many orders. Any such statement must, however, be founded on, fact. Similarly in the case of the manufacturer or the jobber selling by mail to retailers, it is important to see that this does not tend to make customers overload.

Combination Offers.—A combination offer is frequently effective in stimulating action. Here the merchandiser takes two articles, preferably related in use, such as a brush and a comb, and makes for both a combination price a few cents lower than the total cost should both be purchased separately. The combination offer may also be included with the time-limit offer.

Until recently one large mail-order house selling groceries by mail to the housewife offered, for every certain amount of groceries purchased during a certain month, to permit the customer to buy 100 lb. of sugar at a price below prevailing market quotations. This offer served to stimulate action on the part of thousands of housewives who might otherwise have delayed several months in ordering. Although, in this particular case, the practice was stopped on the grounds of unfair competition because of below-market quotations, it is still possible to use this method by pricing at cost.

Combination offers are frequently used in selling subscriptions to magazines.

Cut-price Leaders.—Using "leaders" at cut prices is a favorite method of stimulating action. Single articles may be reduced in price and prominently displayed, or a whole department of a large catalog may be priced practically at cost. This merchandise will be used merely to start orders.

Every experienced mail-order man knows that if he can get the woman who receives his literature to put down one item on the order blank, regardless of how little that item sells for, he will soon receive a good-sized order. The first item ordinarily calls for a second, and the customer finally decides she will send in a large order and have it come by freight. If, however, she looks the literature over and decides that she will buy several items

later, then folds up the order blank, inserts it carefully in the catalog, and puts it away, from that moment she may be practically eliminated as a prospect. Before she actually writes the order, the money she had expected to use has been spent for something else, or she has bought the same or similar merchandise elsewhere.

Pricing one item at a figure every reader knows to be a bargain will usually result in placing that item on the order blank. Others will follow. Some merchandise is "blind," that is, few people can tell what it is worth. Such goods should never be selected as leaders, for even a heavy cut in price would convey no meaning to the buyer.

Large mail-order houses consistently and sharply cut prices on standard advertised merchandise, the value of which is known to everyone. On the other hand, they raise prices on "blind" goods. While achieving a reputation for low prices, the facts are that on less than 10 per cent of all the items in their stocks are prices lower than the market.

One of the largest mail-order houses has what is known as the "2-, 4-, 6-, and 8-ct. department." This department prices all its goods practically at cost, with nothing over 12 cts. The pages on which this merchandise is displayed are printed next to the index on colored paper, which contrasts strongly with the white paper used in the rest of the catalog. This whole department serves as a bait, or leader. Each page bears this recommendation:

> Freight usually costs no more for 50 to 100 lb. than it does for a 20-lb. shipment. Therefore, we recommend that you make up an order of sufficient weight to make a profitable shipment.

Because the merchandise is priced almost at cost, this house does not care to have customers buy these articles and nothing else.

Copy Technique.—The copy used in describing an article offered by mail is of critical importance in securing action. The formation of the sentences, for example, can present to the reader the "hurry" idea without actually exhorting him or her to make haste. Short, choppy, breathless sentences are best for securing action.

No means of getting action will prove profitable if the catalog descriptions themselves do not tell the complete story of the merchandise in language that banishes all doubts.

Copy technique is fully treated in a later chapter.

Another factor in securing orders is the make-up of the return card, or order blank, which is also fully described hereafter.

CHAPTER V

SELECTING THE APPEAL

The selling appeal or appeals, for there may be more than one which is used as a basis for the campaign, is determined as a result of the market analysis. In many ways, it is the most important of the lessons to be learned from a study of the market.

The selling appeal will be selected only after careful consideration of the product and the market. The appeals connected primarily with the nature of the product are four in number:

1. Price.
2. Style.
3. Physical characteristics.
4. Service features.

The appeals connected with the nature of the market are much more diffuse and much more difficult to classify. Among the most important appeals are:

1. Masculine, feminine, to children, parents, etc.
2. Occupational.
3. Logical versus human interest.
4. Variations necessitated by marked changes.
5. Class.
6. Miscellaneous, such as health, education, etc.

Finally, there is one appeal which is present in all selling by mail, and which should always be allowed to play a part. This appeal is to the curiosity of the buyer, one of the most potent factors in the success of mail-order selling. "Hard-headed" and practical mail-order men may state that selling by mail is simply having the goods people want, properly catalogued, at prices people will pay; but they must admit that mail-order sales are often stimulated by the insatiable curiosity of buyers to "see what it looks like."

Fraudulent Exploitation of Curiosity.—Early in the history of selling by mail, clever, unscrupulous, merchandisers took

profitable advantage of the curiosity of credulous individuals by selling them foolish trinkets and useless devices through the medium of trick copy.

One advertisement, for example, offered a "Steel Engraving of George Washington" for 50 cents. The copy beneath the headline described the excellence of the engraving, the beautiful deep, rich color used, and the fact that the paper was deckled on all four edges. In return for this 50 cents, the buyer received a two-cent stamp.

Another well-known example was that of the "Patented Cigarette Roller," that rolled with equal ease either round or oval cigarettes. It was made entirely of metal, heavily nickel-plated, with only one moving part. It fitted the vest pocket and was so simple that it could not get out of order. In return for $1, the buyer received a three-inch nickel-plated spike. The instructions read: "Lay either a round or an oval cigarette upon the table, pushing the spike directly behind it, upon doing which you will find the cigarette to roll easily and with almost no effort."

Every statement in the copy was true. The individual merely placed his own interpretation upon it, and his curiosity as to how the device would roll the cigarettes led him to part with his dollar bill.

In the advertisement for the "Patent Potato Bug Killer," stress was laid on the fact that "$1 equips you to kill all the potato bugs in a ten-acre field." In return for the dollar, two little slabs of green-stained wood were sent, accompanied by ironically elaborate instructions as to how to pick the bugs off the vines with the fingers, laying them down on one slab, pressing the other firmly down upon the bug, and thus quickly and efficiently extinguishing its life.

The electric hair brush that contained in its back an "electrical device of great merit" had large sales. After the money was sent and the package received, it was found that the device consisted of a small dry cell.

Another mail-order advertisement was headed "$3.98 for this 5-piece Wicker Set." The illustration showed a handsome, sturdy wicker table, a settee, two straight-backed wicker chairs, and a rocker. The copy, after extolling the virtues of the

materials used, guaranteed the set to be "exactly like the illustration." When the set arrived, the discomfited buyer found it to be in truth exactly the same size as the illustration.

Two following factors did away with this within-the-law, but still fraudulent, mail-order selling. The first was the activities of the post office department. The second was the gradual discovery by mail-order sellers that money could be made honestly through appealing to the curiosity of the buyer as well as through the use of fraudulent schemes.

The Modern Utilization of Curiosity.—Nearly all of the mail-order selling of two and three decades ago was of a nature designed to appeal to the curiosity of the reader. Even today there is still this same desire on the part of the public to satisfy its curiosity. Buyers are more astute and have become more sophisticated—their desires and needs are more complex, and there is rarely any actual need to purchase by mail—but human nature has not changed. Curiosity remains as strong as ever, and the clever merchandiser studies out how to awaken the natural curiosity of the buyer.

The same principles used 30 years ago by the unscrupulous "schemer" to arouse the imagination can be utilized today by the legitimate concern. Regardless of what is to be sold, whether it is a $2 galvanized wash tub, or a line of millinery, it is possible to arouse and guide the curiosity of human nature.

Over a billion dollars was spent in 1921 for goods bought by mail. Farmers bought clothing, implements, food, books; children bought radio sets; storekeepers bought merchandise—all without seeing the goods before ordering.

A large percentage of these sales was made because illustration and copy were carefully planned to leave some appeal to the imagination. The expression that "anticipation is greater than realization" should always be remembered when preparing a mail-order appeal.

While descriptions and selling copy should be accurate, and essential points should not be omitted, it is possible to word the appeal so that a certain amount of curiosity may be aroused. The appeal should be so persuasive that the reader is led to buy, partially at least, because of his desire to "open the box."

Price.—Price may be termed a universal appeal. If it is possible, in the case of an article marketed against heavy competition, to offer a product of equal quality at a substantially lower price, the appeal becomes determining. Whenever there is any real saving to be attained by the purchaser, it is desirable to stress the price. Figure 13, for example, features almost exclusively the great price saving.

Smashing Offer
14 Yd.
Remnant
Bundle
$1.59
New
Fall-
Winter
Fabrics
Actually
Worth
$3.20
SEND
NO MONEY
for this great, big 14 yard Remnant bundle, specially priced at $1.59. Most startling offer ever made. Just send name and address and bundle bargain will be shipped to you at once by return mail.
ON APPROVAL AT OUR RISK
Each bundle guaranteed 14 yds. or more. Such wonderful materials as Flannels, Ginghams, Percales, Chambrays, Muslins, Voiles and 6 yds. of Curtain Scrim—no piece less than 2 yds. Leave selection to us. You pay postman on arrival only our slashed Bargain Price of $1.59 plus a few cents postage. Send for Big FREE Catalog
BERNARD-HEWITT & CO.
Dept. R.B-0211
CHICAGO, ILL.

Fig. 13.—The price alone, if low enough, is an excellent selling appeal, and when the merchandise may be examined at the manufacturer's risk, invites action.

It is rarely possible to submerge the price entirely if returns are to be secured promptly. Figure 14 shows a form of copy which emphasizes the price appeal, but which does not actually mention the price until the reader has almost reached the end of the advertisement. The prospect is never allowed to forget that she is getting a bargain.

What Should You Pay?
The charm of expensive Parisian gowns—quality features that are ordinarily beyond the average purse—and yet by my plan, it comes to you at a price that really is amazing! You would never guess it possible!
By Mlle. Annette
You have no idea how happy it makes me feel to think of thousands of charming American ladies who may wear this beautiful dress, modeled by me from a very costly gown. It is my proudest feat, you understand! I know how proud you, too, will be when you wear it—knowing that you are truly fashionably dressed! It is designed in the favorite one-piece style, though it has the new jacquette effect waist, with all-over Egyptian pattern embroidery in beautiful delicate colors. The material is finest quality Lonsdale Wear Gabardine Serge perfectly tailored. I assure you. Lovely Taxcoc roll collar and cuffs of dainty broidered vestee. Soft all-around embroidered girdle with plain serge. From the waistline drops a pleated panel—a touch of beauty beyond description. And now, my dear, with all these fine points in mind,
What Should I Charge You?
I know you would be glad to pay in a big city store twice what I'm going to ask you! Because there you could see and appreciate the stunning style and charming appearance. But you shall pay only for the material, workmanship and a small profit to my house! Not a penny extra for the richness of style! That's why my price is only $3.89! It doesn't seem possible, but it is true! But, you will never know what a truly wonderful bargain it is until you see it. And you may see it entirely at my risk, because my company guarantees to please you perfectly. Now, don't delay, because this offer won't be open long and I want you all to have one.
Send No Money
Just write me stating your size and whether you want Navy Blue, Black or Brown Color. When the mailman delivers it to you, pay only $3.89 and postage. Then after try-on, you don't think it the prettiest dress you ever had and the biggest saving of your life, return it at my expense and every penny of your money will be returned to you.
MLLE. ANNETTE
Care of WORLD MAIL ORDER CO.
Dept. C-1048, 2953 Van Buren Street, CHICAGO
Women's Sizes, 32 to 46 Bust. Misses' 14 to 22 years
All-Over Embroidered Design
Money Back Guarantee
© W. M. O. Co. 1925

FIG. 14.—The price appeal used, but hidden in the body of the text, to excite curiosity and interest.

GREAT FALL SALE!
Building Material and Supplies at Bigger Savings than Ever—
Buy now! Save!
Thousands of genuine bargains like these are now ready for you in this great fall sale. America's choicest stocks of high-grade, fresh, new materials embracing every needed article to build, improve and equip the home and farm. These amazing low prices are the natural result of careful planned purchases, which were made by us just at the right time to secure every possible saving advantage. Many of these bargains are limited. Mail your order now or better still, order direct from the nearest store.
HARRIS BROTHERS COMPANY
Barbed Wire Snap!!
$1.40 REEL
Poultry Netting
$2.40
HogFence
$4.78
One-Piece Sink
Bathroom Outfit
$68.00
Mixed Nails
$2.25
Hog Troughs
$1.95
Pipe-Fittings
5c
Mixed Bolts
$2.12
House Paint
$1.85
per Gallon
Heating Plants
Hot Water, Steam and Warm Air!
Gas Engine
$45
Barn Paint
Experts to Help You
Corn Shellers
No. 4 $49
Watts Corraine
Roofing Snaps
$3.00
Galvanized Wire
Roll Roofing
Millwork from America's Greatest Stocks!
Storm Sash $2.17
Combination Door $7.10
Cleck Rain Window $1.69
Barn Sash 80c
Many Other Sizes and Styles in Our Building Material Book
Complete Homes!
$954
Mail this COUPON!
PLEASE READ!
Our catalog of building material and supplies offers thousands of other big savings in farm implements, roofing, millwork, etc. Mail coupon for your copy now.
Dept. SA-500
Harris Bros. Company
Check the names below to show which books you want. They are free and sent postpaid without obligation to you.
Catalog of Building Material and Supplies
Harris Homes
Garage Book
Roofing Bulletin
Name
Address
Presto-Up Garages!
$145
ADDRESS HARRIS BROTHERS CO. DEPT. SA 500
35th and Iron Streets, CHICAGO, ILLINOIS
Eastern Branch, Cresskill, New Jersey
Northwest Branch, St. Paul, Minn.

FIG. 15.—On merchandise that is "blind," *i.e.*, on which no standard price is known, the fact that the bargain is a bargain must tellingly be brought out in the descriptions

Unless in the case of branded and known merchandise, the price appeal must be amplified by descriptive matter. In other words, if the article is a bargain, the buyer must be convinced of it. In Figure 15, for example, each article is carefully illustrated and described, so that the prospect may draw his own conclusions regarding the savings to be made.

In some cases price is an obstacle, and must be overcome in some method. One of the most interesting experiences along this line was reported by the Molarine Company, makers of a powder to cure pyorrhocide, a disease of the gums. A mail-order campaign was conducted among better class prospects with absolute failure. The price was $2 because of the expensive nature of the ingredients, and this price could not be reduced. An analysis of the market revealed the fact that the better class of prospects went to the dentist whenever anything was wrong with their teeth. Consequently, the campaign was reversed and prospects were sought among the poorer classes. Here, the price of the article immediately loomed up as a serious obstacle. The market was plainly evident. The difficulty was with the price.

Since the credit risk of the poorer class was not good enough to warrant sending the goods on approval, it was necessary to secure the money in advance. Once having recognized that price was the main stumbling block to a successful campaign, it was at once decided to remove this by offering to return the identical $2 bill that was sent with the order if, at the end of 30 days, the product was not satisfactory. In connection with a leaflet, the following statement was made:

We are so confident that Molarine Powder will do just what we claim for it—restore your gums to a normal condition in six months' time—that we have no hesitation in making you this proposition:

If, at the end of one month's use of Molarine Powder, you, yourself, are not able to notice a marked improvement in the condition of your gums, we will not only refund your money without quibble or argument of any kind, *but we will return to you the actual $2 bill that you mailed to us.*

Be sure to copy down, where you can easily refer to it again, the number of the $2 bill you send, so that, if Molarine fails to do all that we claim for it, you can compare this number with the bill we return to you and thus see whether or not we have made good our claim of giving

you back your own money. Your $2 is held merely as a deposit —and held just as you send it —until you have had a chance of testing Molarine Powder for yourself and proving its merits by what it accomplishes for you. Could any offer be fairer?

As soon as your money reaches us, it will be deposited in our safe deposit box at the Lansing National Bank, to whom we ask you to write, if you so wish, as to our financial standing and our ability to fulfill any obligation we may be called on to meet.

Only nine individuals out of 1,700 requested the return of the $2 bill. Three of these nine returned the $2 bill with the statement that they had merely wished to see whether they would receive back their identical $2 bill.

Style.—The second great appeal is that of style. Here again, the appeal is universal, although correlated in each case with price. Style ordinarily connotes the exclusive feature. A product is no longer, strictly speaking, in style when everybody has it. The style appeal is not so important as that of price in the case of the mail-order house, because of the necessity of standardizing on certain models. In the case of the seller of specialties, however, a new style may be capitalized and the appeal made on this basis. Figure 16 illustrates a combined style and price appeal for a specialty article.

The Very Latest Style—
PLEATED
Dress of
KING "TUT"
Satin & Serge
ONLY $3.79 C.O.D.
Biggest Bargain Ever Offered
$15 Value
Almost unbelievable to get such a dress at our special low price, but see for yourself without any risk and entirely on approval. Every cent back if you are not entirely satisfied. The lowest price ever asked for a dress of such style and such high quality materials and workmanship. Everywhere fashionable women will wear this original Paris model King "Tut" Egyptian Silk finish cotton Satin in many colored designs, a material all the rage this season, and long wearing, double warp, navy blue serge. The most beautiful dress of the season. Waist, vestee, wide crush, draped Balkan effect girdle with loose hanging panel are of Silk finish cotton Satin in King "Tut" design, a specially strong and stylish material. Newest style, surplice collar, cuffs and full cut skirt of navy blue serge. Skirt is with pleats, which are very stylish this season. A bargain you cannot afford to miss.
Newest Girdle, Panel and Buckles
Color: Navy Blue
SEND NO MONEY
But rush your order now! Give us NAME, ADDRESS and SIZE. We will ship the dress by parcel post. Pay the mailman $3.79 and postage when the package arrives. Then examine the dress in your own home. If not satisfied in every way, return the dress to us, and we will refund every cent of your money.
Sizes 14, 16 & 18 for Misses. 32, 34, 36, 38, 40, 42, 44 & 46 bust for women.
FRED'K M. DUNHAM & CO.
Dept. 1609 Chicago
Money Back If Not Satisfied

FIG. 16.—Combining the price appeal and style appeal effectively in a six-inch single column farm paper advertisement.

One of the great successes in mail-order selling was made by combining the style appeal with correct merchandise for stout women, as illustrated in Fig. 17. The business of Lane Bryant is

Stout Women–
Dress Fashionably–Look Slender
YOU want to look twenty pounds lighter, don't you? Also to dress quite as fashionably as your slender sister? No reason why you shouldn't. You will look slender if you wear correct-fitting clothes, clothes specially designed to slenderize your figure.
Fashionable, Slenderizing Clothes
Lane Bryant specializes in fashionable, slenderizing clothes for stout women; the newest and best in Paris and New York creations. Just try on a Lane Bryant coat or dress. Look at yourself in the mirror. Notice the change in your figure. Long slender lines! A perfect fit, fashionably correct and comfortable too. And the prices are very low.
Ready to Put Right On and Wear
Whatever your figure, you can now dress fashionably and look slender. Lane Bryant clothes are ready to wear, and into them go the very finest materials and the best workmanship, always.
A Nation-Wide Service
Style Book FREE
Send for it to-day
Sizes 38 to 56 Bust
This Coupon Brings FREE Style Book
Lane Bryant, Dept. 22 38th St. at Fifth Ave., New York N.Y.
Please mail me, free, a copy of your style book "Slenderizing Fashions for Stout Women."
Name
Address
Town
State
Lane Bryant
38th Street at Fifth Avenue
NEW YORK
Address Department 22

FIG. 17.—The style appeal effectively combined with the "be slender" appeal.

founded on the statistical tabulation showing that 40 per cent of the women in the United States over the age of 15 are above normal size, and that these women will pay almost any reasonable amount to be assured of appearing as well as the women of normal size.

By extending the business to the making and marketing of maternity clothing, another new market was opened. The style appeal was connected with that of the health of the expectant mother in this case.

Physical Characteristics.—Nearly every product has certain physical characteristics connected with its appearance, size, weight, color, or other point which may prove serviceable as an appeal. The market analysis should determine which of the various possible qualities is best to use.

A manufacturer, for example, making a stump puller desired to sell this product by mail, and was undecided as to the appeal which would prove most acceptable to the market. By selecting the names of a thousand farmers who had either woodlands or stumps on their land, and sending them a questionnaire, it was found that the majority of the prospects considered portability as the chief selling point for a stump puller.

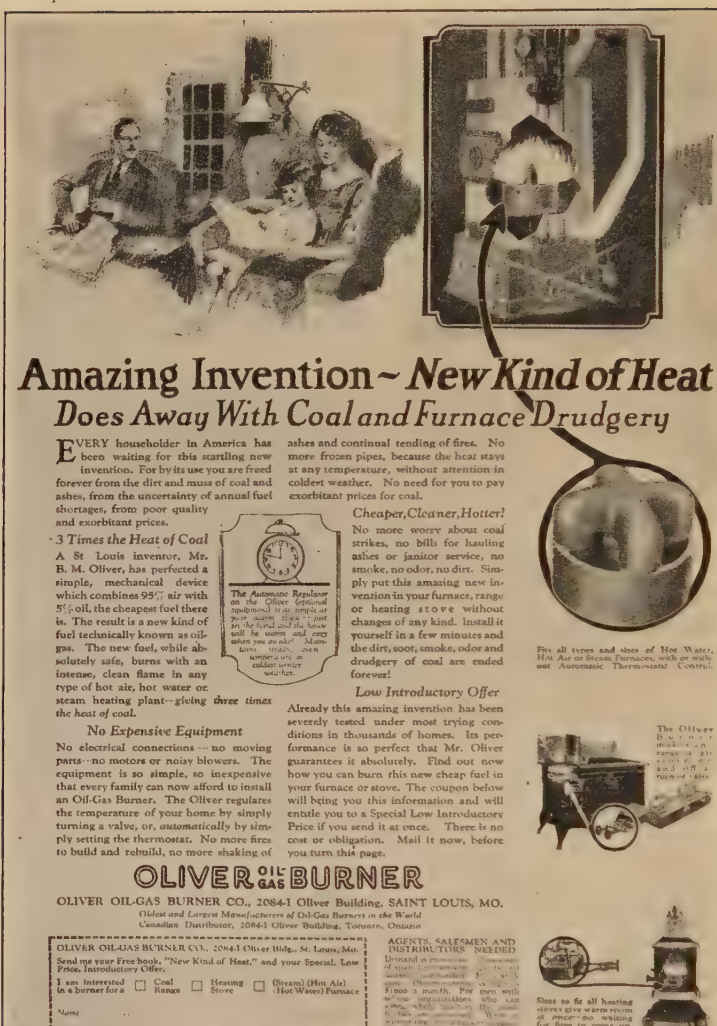
The physical qualities of food products are important in choosing the sales appeal. Taste, quality, color, and other factors may be utilized.

Figure 18 is particularly interesting, because of the attempt to sell a new product, of universal application, by mail. The advertisement, therefore, must describe the article.

Service.—There is a certain class of product which is sold primarily because of the service which it renders. This is often true of products for industrial use, where the fundamental test is that of accomplishment. Machinery, tools, paints, and many other articles are sold largely on the basis of the service appeal.

Figure 19 shows how a portable-saw advertisement stresses the service appeal: "Saws as much as 10 men."

Almost always when a new product is introduced, it is necessary to tell what it will do, as well as what it is. In selling a dictating device, for example, it is necessary to stress the service which it renders to the business man. But in selling a typewriter, although the service appeal is just as important, it does not need



Amazing Invention ~ *New Kind of Heat*

Does Away With Coal and Furnace Drudgery

EVERY householder in America has been waiting for this startling new invention. For by its use you are freed forever from the dirt and muss of coal and ashes, from the uncertainty of annual fuel shortages, from poor quality and exorbitant prices.

3 Times the Heat of Coal

A St Louis inventor, Mr. B. M. Oliver, has perfected a simple, mechanical device which combines 95% air with 5% oil, the cheapest fuel there is. The result is a new kind of fuel technically known as oil-gas. The new fuel, while absolutely safe, burns with an intense, clean flame in any type of hot air, hot water or steam heating plant—*giving three times the heat of coal.*

The Automatic Regulator on the Oliver Optional equipment is as simple as your alarm clock—just set the hand and the house will be warm and cozy when you arise! Maintains uniform even temperature in coldest winter weather.

No Expensive Equipment

No electrical connections—no moving parts—no motors or noisy blowers. The equipment is so simple, so inexpensive that every family can now afford to install an Oil-Gas Burner. The Oliver regulates the temperature of your home by simply turning a valve, or, *automatically* by simply setting the thermostat. No more fires to build and rebuild, no more shaking of ashes and continual tending of fires. No more frozen pipes, because the heat stays at any temperature, without attention in coldest weather. No need for you to pay exorbitant prices for coal.

Cheaper, Cleaner, Hotter!

No more worry about coal strikes, no bills for hauling ashes or janitor service, no smoke, no odor, no dirt. Simply put this amazing new invention in your furnace, range or heating stove without changes of any kind. Install it yourself in a few minutes and the dirt, soot, smoke, odor and drudgery of coal are ended forever!

Low Introductory Offer

Already this amazing invention has been severely tested under most trying conditions in thousands of homes. Its performance is so perfect that Mr. Oliver guarantees it absolutely. Find out now how you can burn this new cheap fuel in your furnace or stove. The coupon below will bring you this information and will entitle you to a Special Low Introductory Price if you send it at once. There is no cost or obligation. Mail it now, before you turn this page.

Fits all types and sizes of Hot Water, Hot Air or Steam Furnaces, with or without Automatic Thermostatic Control.

The Oliver Burner is made in ranges, furnaces and stoves.

Sizes to fit all heating stoves give warm room at once—no waiting five fires to come up.

OLIVER OIL-GAS BURNER

OLIVER OIL-GAS BURNER CO., 2084-I Oliver Building, SAINT LOUIS, MO.

Oldest and Largest Manufacturers of Oil-Gas Burners in the World

Canadian Distributor, 2084-I Oliver Building, Toronto, Ontario

OLIVER OIL-GAS BURNER CO., 2084-I Oliver Bldg., St. Louis, Mo.

Send me your Free book, "New Kind of Heat," and your Special Low Price, Introductory Offer.

I am interested in a burner for a ☐ Coal Range ☐ Heating Stove ☐ (Steam) (Hot Air) (Hot Water) Furnace

Name ..

Address ..

City .. State ..

AGENTS, SALESMEN AND DISTRIBUTORS NEEDED

Demand is enormous ... $1000 a month. Put men with ... who can ... B. M. Oliver ...

FIG. 18.—In selling a new article by mail much more stress must be laid on the details than on the price. What it will do is more important than what it costs.

to be stressed because everyone knows what a typewriter will do. The selling appeal may disregard the fundamental idea of service for price, or appearance, or some other feature of value in a highly competitive field.

Saws as much as 10 Men!
Now, you can saw 15 or more cords of wood each day with the OTTAWA Log Saw. With wood selling at $3.00 a cord, owner makes $45.00 a day. Send for SPECIAL OFFER, now.
Fastest sawing; easier moved—easy to start in any weather. 4 H-P KEROSENE ENGINE—you need all this power. Shipped quick from nearest to you of nine branch houses at low factory prices.
NEW MODEL: Write for Special Introductory Offer
and advanced information about the wonderful new model OTTAWA—just out. Send your name on post card today.
1—FALLS TREES
2—SAWS LOGS
3—BUZZES OF BRANCHES
4—DOES BELT WORK
OTTAWA 4 in 1 LOG SAW
Get BIG Factory-to-User Offer!
30-Day Trial
Cash or Easy Terms
Send for Big FREE 82-Page Book, Special Offer and Low Prices. Write today.
OTTAWA MFG. CO.
1165H Wood St.
Ottawa, Kansas
Room 1165H
Magee Building
Pittsburgh, Pa.
New Improved OTTAWA

FIG. 19.—The "service" appeal sells machinery. The saving in labor is here emphasized, and the price is not mentioned—one method of stimulating hot inquiries.

Appeals to Men, Women and Children.—Aside from the specific appeals already suggested, there are a large number of appeals due primarily to the nature of the market. An appeal for the same product would, in all likelihood, be different if it were sold exclusively to men, to women, or to children. Ordinarily, the appeal is a compromise, the stress being laid on the appeal which will suit the largest buying element in the market, and a smaller portion devoted to the minority elements.

Women ordinarily buy for the home and for the rest of the family, as already mentioned. An appeal to the feelings is often successful. In the majority of cases, it has been found that the first question a woman wants answered is "What does it look like?" and second "What does it cost?" The illustrated selling copy is always preferable when selling to women because it answers the first question. Men buy mainly for logical reasons. Straightforward descriptive copy is appreciated.

As an example of the difference in appeal, wearing apparel is sold to men largely on the basis of quality and cost; it is sold to women largely because it is in style or "smart."

The importance of appealing to children as factors in the market is being rapidly recognized. Figure 20 shows a pretentiously illustrated advertisement aimed to sell games to children, Figure 21 aims to appeal both to the mother and to the children.

"BIMBO-RINGO"
Fun for Everybody
CAN you ring my nose or ears? I have five hooks on me to ring and six rubber rings to toss—I am 19" tall and am painted in real oil colors of brilliant hue. If you fill out the coupon below I will mail myself to you all packed in a strong carton for
$1.00
West of Rockies and in Canada, $1.15
"BIMBO-RINGO" and "PIRATE TOSS" were both designed by MILO WINTER, well-known illustrator of many books for children.
Both games may be washed in soap and warm water, which will not injure colors or surface.
"PIRATE TOSS"
A Game for All
RIGHT here we stand—three pirates bold
To take your bags of money.
Fear not! We will not steal your gold
But make your play-time funny.
This game is 28¾"x21" packed in a strong carton with three bean bags made like money bags sent to you postpaid all for
$2.00
West of Rockies and in Canada, $2.25
If your dealer cannot supply you use coupon
Dealers—Write for information
G. H. ROBINSON COMPANY
225 E. 22nd Street CHICAGO, ILL
G. H. ROBINSON COMPANY
225 E. 22nd Street, Chicago, Ill.
Please mail at once—
"BIMBO-RINGO" game—$1.00
"PIRATE TOSS" game—$2.00
Enclosed find $ ..... for game(s) ordered above.
Name
Street
City State

FIG. 20.—More and more advertisers are appealing direct to the children, and relying upon the "tease" of the little folks to get parents to buy.

Occupational Appeal.—When an article is sold to a particular trade, or profession, it is permissible to use technical language and technical illustrations. It is important to give all facts connected with the product. An engineer, an architect, a carpenter, or a plumber is supposedly acquainted with his trade. In selling a new article to professional men, it is necessary to overcome an almost instinctive opposition. There is hesitation about purchasing anything new and untried. Consequently, in selling to these classes, free use of samples and trial privileges is

GIRLS! BOYS!
Everybody Loves the
JOY-BALL
That Great Big Beautiful Ball of Many Colors
Mother. You can make your child the happiest, healthiest youngster in your neighborhood with a JOY-BALL. It is light in weight and harmless to the youngest tot and will afford no end of pleasure and fun. An ideal Christmas gift.
Boys and Girls. Everybody in your neighborhood will want to be your playmate when you get your JOY-BALL. Instructions for games are furnished with each ball. Have your Daddy or Mama send for one today.
$1.00 Large Size, 36 in. Circumference
50c Small Size, 26 in. Circumference
VICTOR NOVELTY MFG. CO.
Ashland, Ohio
VICTOR NOVELTY MFG. CO.
Ashland, Ohio
Please send me postpaid one (large small) JOY-BALL for which I enclose $.....
Name .....
Address .....
THE JOY-BALL is the most durable and attractive ball on the market. Made of substantial rubber cloth case with separate bladder and lace.
Dealers and Jobbers send for samples and prices at once. Everybody wants a JOY-BALL.

FIG. 21.—An appeal both to mothers and children—straight mail-order copy that does not ask for inquiries but seeks the order direct.

almost essential. The advertisement in Fig. 22 follows out this idea. It is often necessary to repeat the message again and again to secure a hearing.

When an article is well known, the seller can capitalize the buyer's reluctance to experiment with unknown products. With proper care, its mailing list of customers should be reasonably safe from competition of new companies in the same line.

Vertex
VERTICAL-EXPANDING
FILE POCKETS
forever end the annoyances and delays that result from overcrowded files. Note the expansion feature that permits three, thirty or three hundred letters to be held in a neat orderly manner. Also the flat bottom construction which keeps the pockets always upright in the filing cabinet and assures full visibility of the index tabs at all times. The use of VERTEX Pockets necessitates no change in your present system. Simply substitute these expanding containers wherever overcrowded folders occur and note the instant improvement.
Convince yourself. The coupon below will bring you a sample pocket for trial in your own files. Absolutely no obligation.
ALVAH BUSHNELL CO., DEPT. S.
Durable Filing Containers
925 Filbert St. Philadelphia, Pa.
-CUT HERE-
Please send for examination and trial a free sample of BUSHNELL'S "Vertex" Paperoid File Pocket, as described in February System
Name of Firm
Address
Name of Person Inquiring
Letter size or Legal size desired?
If special size is required, send sample of sheet to be filed, and give width and height of drawer
To ALVAH BUSHNELL CO., DEPT. S.
925 Filbert St. Philadelphia, Pa.

254

The Logical versus the Human-interest Appeal.—Every appeal should be founded on some reasonable basis. But there is vast difference in the treatment of the same appeal—that is, whether it is subjected to the pure test of what is logical, or whether it is developed by the addition of what is known as the "human-interest" touch.

The language in which the copy is worded will depend largely on the market, and somewhat also on the product. The appeal to women is usually much more personal. The human-interest appeal is exceedingly difficult to define satisfactorily. It is that treatment of the subject which removes it from a bald statement of facts, figures, and selling arguments, and makes it into a coherent story directed at the particular type of reader to be reached.

Changes in Appeal.—Changes in appeal may be required for several reasons:

1. When a concern sells in several markets, it may be necessary to have a variety of literature with a different sales appeal for each. A concern making a varied line of rubber goods may have to change its sales literature considerably to suit the requirements of retail stores, hospitals, greenhouses, and other buyers.

2. Market demands are constantly shifting, and the proper appeal during one year may be out-of-date the

FIG. 22.—In selling business and professional men, some mail-order merchandisers have found the sampling idea more effective than argument.

next. This is particularly true where the element of style enters.

3. The most common cause of changing appeals has already been noted, namely, that required after a product has become adopted for general public usage. At first, the appeal must contain a great deal of explanation as to the uses and advantages of the product. Later, after it has become firmly established the appeal is directed at selling the product itself rather than the use of the product.

4. Changes in appeal may be necessitated by variations in business activity. In times of general business depression, when prices are falling, and the public is holding back from buying, it may be necessary to stress an entirely different appeal from times when prices are rising and buying is active.

Class Appeals.—While it is difficult to estimate the exact value of suiting the appeal to the class of prospect, it is, without doubt, exceedingly important. If a product is sold by mail to a class of prospects who are accustomed to purchasing the best type of products, the appeal, of whatever nature it is, must be presented in a manner suiting this class of prospect.

Seamless Kantainer
is the only sanitary garbage can a housewife can buy. It can't crack, break or leak. No seams to open. Made from one piece of steel. Lasts you a lifetime. One for garbage—one for ashes—gives complete satisfaction!
Seamless KANTAINER Milwaukee
Not sold in stores—only by mail from our factory. Comes in 5 sizes. Standard size is 2 feet in height; holds 26 gallons; weighs 40 lbs. Price $6.50 each (f. o. b. Milwaukee). Covers 65c extra.
Use Request Coupon below if you want Standard size. If interested in other sizes—ask for our literature.
SEAMLESS STEEL PRODUCTS CO.
Milwaukee, Wisconsin
SEAMLESS STEEL PRODUCTS CO.
Dept. W-2 Milwaukee, Wis.
Enclosed find $..... for one two Kantainers.
Standard size; including one two covers.
☐ Please send me your literature.
Name.....
Street.....
City..... State.....

FIG. 23.—Appearing in high class magazines this mail-order copy is designed to appeal to a special class of women.

That is, the physical details of the presentation must be carefully attended to.

The class appeal is well illustrated in Fig. 23, an advertisement for a garbage container in a periodical circulating to a high-class subscription list. Every detail is planned to give an effect which will suit the market. In similar fashion, Fig. 24 sets forth the selling points of air moisteners. In both cases, the price appeal is almost entirely subordinated.

The healthful Savo Air Moistener comes in 3 sizes . . 12½ x 9, $2.50 ; 8 x 14, $2.50 ; 12½ x 14, $3.
For Winter Health and Comfort
WE may be scathing about humidity in sweltering August, but in January we have to admit the necessity of it. Air that is artificially heated must be artificially moistened to safeguard health and comfort.
The Savo Air Moistener hooks inconspicuously on the back of a radiator and evaporates enough water to make the air indoors beneficial to noses and throats and lungs. Every room should have its Savo
And for chilly mornings there is nothing so satisfactory as a Miller oil heater, which — without odor — will make any room comfortably warm in almost no time.
This is the efficient Miller oil heater with a brass reservoir for kerosene. Its price is $8
LEWIS & CONGER
45th Street & Sixth Ave.
"A houseful of housewares"
Lewis & Conger, 45th St. & Sixth Ave. New York, N. Y.
Send me the articles I have checked. ( ) Savo Air Moistener, size . . ( ) Miller oil heater ; ( ) the booklet, "Household Equipment."
Name . . . . . .
Address . . . . . .

FIG. 24.—Again, straight mail-order copy, seeking the order direct on an appeal to health and comfort made to readers of high class periodicals.

If the appeal is made to a lower class of prospects, it is equally necessary to prepare the appeal in a fashion that will be thoroughly comprehensible. The language must be simple, selling arguments plainly presented, illustrations used wherever possible, etc.

CHAPTER VI

THE MAILING LIST

The success of any mail-order campaign depends primarily upon the character of the mailing list. The appeal, the copy, the illustrations, merchandise, and prices may successfully pass every test, yet the campaign will fail completely if the list is faulty.

A good mailing list must meet two conditions:

1. The names included must be correct as to address given. Mailing lists often fail to secure the requisite number of replies because of the large percentage of so-called "dead names" contained therein. That is, the names of individuals who have died and of firms which have gone out of business must be excluded. Removals to new addresses and all other pertinent changes relating to the address or to the addressee should have been considered in the make-up of the mailing list.

2. The names upon the list should be those of individuals or firms which are logical users of the product or service to be sold. In some cases, it may be necessary to select names with reference to ability to pay.

The most effective mailing list will be complete only if it covers all logical prospects in a given territory; exclusive, if it contains only logical prospects; up-to-date, if it includes the names of no individuals who have died or firms which have gone out of business; and correct if the spelling of names and addresses have been verified.

Every possible customer who is not on the mailing list represents imperfect sales efficiency, and every name on the list which does not represent a possible customer tends to increase selling costs.

Sources of Purchased Mailing Lists

General and Special Lists

- Mailing-list dealers
- Brokers
- Addressing companies
- Individuals
- Letters of inquiry
- Exchanges with other concerns
- Miscellaneous
  - Bankers
  - Justices of the peace
  - Country editors
  - Bank cashiers
  - Rural free delivery carriers
  - Local retailers

Sources of Compiled Mailing Lists

- Directories
  - City
  - Telephone
  - Rating books
  - Trade
  - Blue books
- City and county records
  - City tax lists
  - County tax lists
  - Registration lists
  - Income tax lists
  - Licenses and permit lists
  - Building records
  - School lists
  - Automobile license lists
  - Labor reports
  - Municipal employees list
  - Incorporations list
  - Vital statistics and records
  - Miscellaneous
- Organization and membership lists.
  - Commercial
  - Civic
  - Labor
  - Social
  - Technical
  - Professional
  - Fraternal
  - Religious, from churches, etc.
  - Educational, schools and colleges

Press clippings	Business changes
	Removals
	Advertisers
	New incorporations
	Fires
	Society notes
	Births
	Deaths
	Marriages
	Engagements
	General and miscellaneous

SOURCES OF BUILT MAILING LISTS

Internal sources	Ledger accounts
	Salesmen's reports
	C.O.D. orders
	Delivery men's reports
	Sales slips
	Contests
Advertising	Newspapers
	Trade journals
	Magazines
Customers or prospects	Request
	Reward
	Contest
Canvassing	Personal investigation
	Distribution of literature

The subject of mailing lists divides itself into the sources from which mailing lists are procured; the factors which influence the choice of mailing lists used; and, the care of the mailing list.

Sources of Mailing Lists.—Mailing lists are secured in three ways:

1. *Purchased Lists.*—Lists, already compiled, may be purchased from dealers, brokers, addressing companies, individuals, and various other sources. Ordinarily, these lists are general in nature, although there are many special lists. Lists of automobile owners are sold, and also special lists of owners of Fords, Dodges, Buicks, etc. In general, names from purchased lists are the least valuable because they are the least specialized.

2. *Compiled Lists.*—Mailing lists may be compiled from certain outside sources, such as directories, city and county records, organization membership lists, and press clippings. The compiled list has the advantage over the purchased list, although the

sources may be exactly the same, in that the compiled list can be prepared more completely in accord with the requirements of the particular concern.

3. *Built Lists.*—In many cases, requirements for the mailing list are such that names cannot be purchased or compiled. In such an event, it is necessary to build the list. This may be done through advertising in newspapers, trade journals, or magazines, through obtaining names from various internal sources, from customers, or from prospects. The list which is built is by far the most valuable of all, because it comes nearer to fulfilling the requirements of an efficient list as already enumerated. That is, "dead names" may be reduced to a minimum, and names can be limited to those of logical prospects for the product to be marketed.

Purchased Lists.—The weakness of most purchased mailing lists is that the names given are the firm names and not the names of individuals.

Whether this weakness will affect the success of a campaign series addressed from the list depends upon the classification. A mailing list of retail hardware stores, for instance, including only firm names, would be quite satisfactory, for few hardware stores are so large that the manager or proprietor does not open and read his own mail. True, a mailing list of the individuals who own hardware stores would be much preferred to a list of the stores. Literature mailed to individual names would be more certain of attention, but satisfactory results can be secured with a list of firm names, if the literature and proposition are suited to one another.

Where the list consists of large industries, in which the mail is usually opened by a boy or a clerk, there is the ever-present danger that the mailing piece will not get to the right individual. Some concerns partially overcome this weakness of a general list of firm names by adding, in the lower left-hand corner of each envelope, "Attention Sales Manager," or "For the Purchasing Agent," as the case may be. This serves as a guide to the mail-opening department and reduces the risk of non-delivery, or of wrong delivery.

To ascertain the accuracy of a newly purchased mailing list from the delivery standpoint only, it is a good plan to send the

first mailing piece first class. The post office authorities will return those that are not deliverable, and these names or stencils may then be removed from the list. This plan does not eliminate deadwood, but only insures the delivery of subsequent pieces in the campaign, which may then go third class.

Most addressing companies or mailing list sellers will guarantee 98 per cent delivery on their lists, but it is always well to check up and make certain that each piece to each name will be delivered. Any large percentage of non-deliveries increases selling costs and brings down the percentage of returns.

Certain lines of business are easy to reach by mail because of the facility with which a list may be purchased, and because of the surprising accuracy of the list when bought. Lists of retail stores, wholesalers, physicians, dentists, electricians—in fact, all of the trades and professions—are offered by dozens of mailing list concerns. Similarly, it is possible to buy a list of investors who have purchased foreign bonds, or who are stockholders in rubber companies. There are available lists of 500 millionaires or 3,000,000 farmers; a list of 120 die makers or 1,000,000 proved mail-order buyers.

The cost of purchased lists varies from $1 up to $2 up to several hundred dollars per thousand names depending on the number of names and the difficulty of procuring them. Lists of taxpayers, lists compiled from city or from telephone directories, organization membership lists, etc. retail at from $3 to $5 a thousand names.

Sources of Purchased Lists.—The majority of purchased lists are supplied by the mailing list dealers or brokers. For ordinary purposes, they can supply all kinds and varieties of general lists, classified in different ways. The value of the list will depend in great measure upon the reputation of the dealer. Old lists which have been sold a great many times over are not so valuable as comparatively new lists. Further, lists which are not constantly revised are not worth while to purchase at any price. Hence, the best plan in purchasing mailing lists is to select a broker, or dealer, who is thoroughly reliable in every way.

Addressing companies supply lists and address and mail the literature to the names. A certain amount is refunded for "dead" letters in excess of a certain percentage. These concerns are beneficial in a number of ways. They offer a means for

small concerns just starting to do a mail-order business to try out the market. Such concerns are not ordinarily equipped to handle the mechanical details of mailing. Addressing companies are often in possession of valuable lists of a specialized nature, which could not be obtained readily elsewhere. Much of this information is secured from canvassing for names, and lists are kept strictly up-to-date. The territory covered by these concerns varies with their size, some being purely local, whereas others have lists covering many foreign countries as well as the domestic territory. Companies often make lists to order, when required.

Purchasing or exchanging actual letters has grown to be a satisfactory way of getting a good mailing list. Besides the advantage of securing the individuals' names, the purchaser of actual letters has an opportunity to separate his list into as many appeals as are indicated by the letters themselves, and to individualize his outgoing mail-order campaign. In this way, he will secure results which are impossible for the user of a broad, general list.

Letters such as this are ordinarily purchased from non-competing concerns, although having virtually the same markets. A manufacturer of baby foods, for example, sold a case of 50,000 letters to a maker of infants' dresses. A truss maker sold a large number of letters, some dating as far back as 1910, to a man who treats rupture without the use of trusses. A maker of automobile bumpers bought from a maker of wire wheels a list of 6,000 Ford owners who had recently equipped their cars with wire wheels. The bumper maker considered that, if these owners had been willing to spend money to purchase wheels as accessories, they should be good prospects for bumpers. Magazine publishers often find it advisable to exchange lists or to sell them.

Lists may be purchased also from individuals in all parts of the country. Established mail-order houses are constantly being offered "a list of 300 married women who belong to the Unitarian Church and who will surely buy from you if you send them your catalog," or who write, "I have a list of 80 farmers to whom I have sold Ajax Lightning Rods, and will mail you this list of names for $3."

The cost per thousand of names bought from such sources will vary from $2 to $50, with a probable average of $5, not including the expense of recording these names on stencils, checking their accuracy, etc. Out of a list of 250,000 names, only 50,000 may respond to mail-order literature. The remaining names are a constant source of expense and must be quickly dropped from the list after a trial.

Compiled Lists.—A concern often finds it more convenient to compile its own lists instead of purchasing them from dealers or brokers.

1. *Directories.*—Directories may be local or national, general or special, or arranged alphabetically, geographically, or by trades, etc. One of their great advantages is that full addresses are given. Many of the special trade directories give the names and positions of the various officials of the concern. Telephone directories ordinarily classify names according to occupations.

If it is not known that a directory of any particular trade is published, this information can usually be secured from the editor of the trade journal of the industry. There are also directories of mailing lists published.[1]

Rating directories are usually accurate and reliable, although not at all final. Many concerns may not be listed which are, in fact, perfectly reliable. In general, however, they indicate an ability to pay, and if credit standing is an index of a good prospect, they are invaluable.

Directories become out-of-date with considerable rapidity, and the quicker the mailing list can be prepared after the appearance of the directory the greater the percentage of deliveries. Sometimes directory publishers issue supplements at stated intervals.

2. *City and County Records.*—There are a great many lists which can be consulted at the city or county recorders' offices. These include tax lists, registration lists, income tax lists, vital records, licenses and permits, building records, school lists, incorporations, etc. State records of automobile licenses are issued which are readily available.

[1] The most recent of these is "The Mailing List Directory," published by McGraw-Hill Book Co., Inc., New York, 1924.

In general, these lists are fairly accurate, although many of them are rather broad for specific use.

3. *Organization Membership Lists.*—There are many membership lists which are available at need. These vary in nature from social, commercial, civic, labor, professional, and technical to religious, educational, and fraternal organizations. It will depend on the nature of the article and the angle of appeal whether such lists will be valuable or not.

4. *Press Clipping.*—News items of various kinds are constantly used as sources from which to compile and add to mailing lists. Announcements of weddings, engagements, purchases of houses, deaths, fires, etc. are all valuable sources for specific mailing lists. Such names may derive their value from an ability to capitalize the timeliness of appeal. A firm selling mourning apparel, for example, would naturally look to death anouncements for sources of prospects.

The experience of *Printers' Ink* in regard to adding to its subscription list is interesting. For many years, prospects were obtained through purchased names. The fact that returns were constantly diminishing led to the abandonment of this policy. The new method was based on approaching only advertisers or prospective advertisers. These names were obtained from advertisers in newspapers, magazines, business papers, class journals, etc. Thus logical prospects only were compiled.

Before purchasing lists, or going to the expense of compiling or building them, it is customary to make a research of available sources, such as those available in a good library. Often a fairly adequate list may be found already made. In research of this sort, reference should first be made to the "Mailing List Directory," by Dana, Morley, and Kight, the best work of its kind.

Built Lists.—Buying a mailing list is an easy and a quick job. And for certain campaigns, a purchased list, if it is good, will be as prolific a producer as a list carefully and tediously built up at great pains and expense.

Most novices in the mail-order business start with a purchased list simply because it is the easiest and quickest way to begin. Over half of these eventually graduate to the slower, but usually more effective program of "list building." Further, some mail-order campaigns, more especially those having for their objects

the sale of single specialties, require a mailing list of names of people whose characteristics, equipment, location, or experiences are different from the ordinary. In these cases a built list is certain to be more productive of orders than any purchased list.

The chief methods of building mailing lists are the following:

1. *Advertising.*—The rôle of advertising in the mail-order business is treated at length in subsequent chapters. It plays an important part in building mailing lists.

2. *Internal Sources.*—Many concerns, particularly retail stores, have an opportunity before them to build up mailing lists through the use of sales slips, information supplied by salespeople, delivery men, etc. Some stores give a small bonus for new names, while others make the securing of such information part of the regular duties of the sales force.

The simplest method is to supply salespeople with pads, or cards, having space for the necessary information, including:

Customer's name.
Address.
Age.
Occupation.
Date.
Other facts.

3. *Customers and Prospects.*—One of the most frequent methods of building mailing lists is by inducing present customers to supply names of friends or others who they think might be interested. The degree of effectiveness depends largely upon the manner in which the request is made and the ease with which the information may be furnished. A frequent plan is to enclose a printed blank and a stamped, addressed envelope. It is also common to offer price reductions in return for a certain number of names of friends.

Figure 25 shows a printed form enclosed with its mail order literature by a New York bank, with the purpose of obtaining new names. Here it is considered that best results will be obtained by asking for many names.

A successful method of obtaining names was employed by the Chamber of Commerce of the United States. A letter was sent to each of the subscribers to the *Nation's Business* (its magazine),

asking him to send in the names and addresses of business men who might be benefited by subscribing. The letter and form are illustrated in Figs. 26*a* and *b*.

Special Methods for Building Lists.—There are various special methods which may be used for building mailing lists not available elsewhere. A piano concern, for example, offered a piece of popular sheet music to each little girl that would send in the

TELEPHONE RECTOR 7566 — ESTABLISHED 1895 — DOLLAR REMITTANCE MADE TO ALL COUNTRIES

UNIVERSAL EXCHANGE BANK

Formerly Henry J. Schnitzer, State Bank

141 WASHINGTON STREET

NEW YORK CITY

Szanowny Rodaku!

Jeżeli chcesz pomódz swym znajomym i w wielu wypadkach ochronić ich od wyzysku i innych nieprzyjemności,—podaj adresy wszystkich swych znajomych na tym arkuszu, a za zrobioną mi grzeczność będę Panu bardzo wdzięczny.

Z braterskiem pozdrowieniem.

Imię i Nazwisko	Numer i Ulica lub P. O. Box	Miasto i Stan

Adres posylajacego: _____

FIG. 25.—To build a mailing list of prospects, this New York bank encloses the above printed form with every outgoing letter or mail order assembly of literature.

names and addresses of ten families in her neighborhood who had no pianos. The offer was made both in musical magazines and in newspapers.

Another firm offered a special discount of 5 per cent to prospective customers if, in ordering, they would include the names of 25 other people who might be interested. A corset concern offered a prize to nurses for names of those who would soon be mothers and to whom baby layettes and protective belts and corsets

Chairman Executive Committee
A. C. Bedford

President
Julius H. Barnes

Resident Vice-President
Elliot H. Goodwin

Treasurer
John Joy Edson

Secretary
D. A. Skinner

Chamber of Commerce
of the United States of America

Mills Building, Washington, D. C.

November 15, 1923.

Mr. White:

I enclose a folder for each of three of your business friends, with the request that you act for the United States Chamber of Commerce in the matter and give or mail one to each of them, with or without your personal comment.

In these folders, Mr. Thorpe, Editor of the Nation's Business, tells the story of the Chamber's official magazine, and offers it to your three friends.

During the past year, 50,000 men have for the first time become readers of the Nation's Business, making a total now of over 125,000. Men are coming in at the rate of a thousand a week.

To me this indicates a fast awakening interest in the economics of present day business, in itself a good sign. But more important, it indicates the growing tendency of American Business men to provide themselves with the facts so that they can act together in the public interest on national business questions.

There are hundreds of thousands of business men, however, who do not thoroughly know what this magazine contains, and how it can serve them. I am therefore turning to you, and to other men, to help us reach a substantial number of them.

With your help as I have suggested, we hope in this way to send further the message of the stability, the sanity, the integrity of American Business.

Yours very truly,

Julius H. Barnes

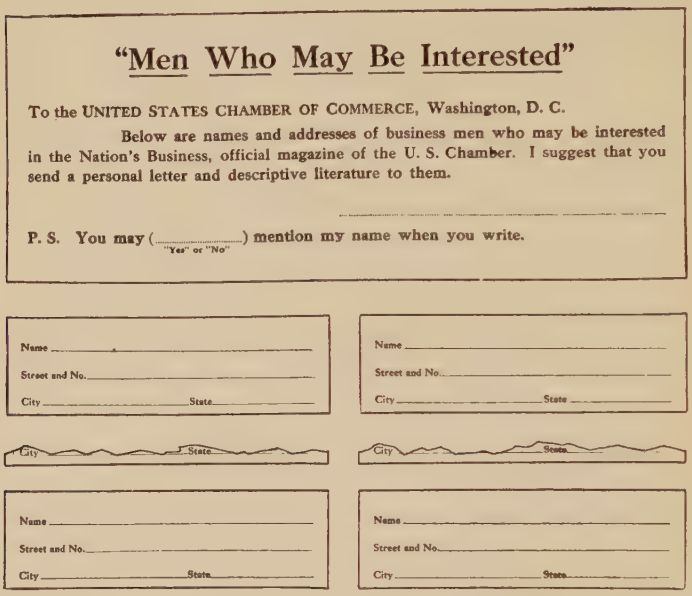
Julius H. Barnes
President U. S. Chamber of Commerce

JHB:TR

P. S. You will probably think of more than three men who should see one of the folders. In that event I make the suggestion that you use the enclosed list blank for their names and addresses, and then send the list to me.

Fig. 26*a*.—How the Chamber of Commerce builds up a mailing list of prospective subscribers to the *Nation's Business*, its official magazine, by appealing to present subscribers to send in names of friends or others who might be benefitted.

could be sold. A maker of an appliance to be used on industrial gas furnaces offered $10 per hundred for names of operators of industrial gas furnaces.



"Men Who May Be Interested"

To the UNITED STATES CHAMBER OF COMMERCE, Washington, D. C.

Below are names and addresses of business men who may be interested in the Nation's Business, official magazine of the U. S. Chamber. I suggest that you send a personal letter and descriptive literature to them.

P. S. You may (_____) mention my name when you write.
"Yes" or "No"

Name
Street and No.
City State

Name
Street and No.
City State

City State

City State

Name
Street and No.
City State

Name
Street and No.
City State

FIG. 26*b*.—Form accompanying the letter shown on page 75.

The following letter, quoted in *The Mailbag*, was used to obtain the names of golf clubs in southern states from bank cashiers. Within ten days, 188 replies were received to 234 letters, or 80 per cent.

Dear Sir:

Will you do a favor for me—at the expense of a few seconds of your time? It will help me more than you can know.

We are compiling a directory of the golf and country clubs in the southern states. We already have many of the clubs, but I know there are many we have missed and maybe one of these is in your city.

The only way I knew to find out was to write a representative man in each city and I thought that the cashier of a prominent bank would be the man most likely to tell me what I want to know: (1) Are there any golf clubs in your city, and (2) if so, what are their names?

If you will give me this information on the stamped card enclosed you will help me a lot, and I will be glad to return the courtesy in any way possible.

Somewhat the same method was used by the Holt Manufacturing Company of Stockton, California, in building up a specialized list of business farmers and fruit growers. Thirty-six bank presidents in the district were addressed. Twenty-three replies with the names of 141 prospects were received. The letter follows:

Dear Sir;

May we ask a favor of you with the understanding that we will most gladly return it whenever we are given the opportunity?

We want to know the names and addresses of the more prominent business farmers and fruit growers in your locality with 100 acres or more, and the larger saw-mill operators. There is not a long list of them, we assume, and if you will have your stenographer list them for us at the bottom of this letter, and return in the enclosed stamped envelope, we will not only appreciate it but will pay for the time and trouble involved, if you say the word.

Thanking you for your cooperation, we are

Yours very truly,
The Holt Manufacturing Co.

Types of Mailing Lists.—Every mailing list should be purchased, compiled, or built with a definite purpose in mind. The keen competition existing today makes this imperative. A list is inefficient unless it fits into the requirements of the product, the market, and the concern itself.

The use of mailing lists is sharply divided into two classes: those of concerns which make one sale to an individual; and those which make sales over and over again to the same individual. A firm doing a constantly recurring business with the same mailing list can afford to pay more for names and for upkeep and correction of the list than can a concern which has to market a specialty. A vacuum cleaner, for example, can only be sold once, and thereafter the name of the buyer becomes valueless except as a prospect for still another specialty.

The problems of the man who wishes to sell one single item to each housewife are entirely different problems from those con-

fronting the mail-order seller of food staples, clothing, and shoes, who wants to build a customer list. The former desires quick and profitable action; the latter seeks to build steadily, but surely, a list of people who will continue to purchase from him for years.

The proper way to decide the question of what type of mailing list is more appropriate is to study the particular problem involved. If the appeal of the campaign is broad, and a single style of copy will do for all names, then a list purchased from a concern selling commercial lists will be altogether satisfactory.

If, however, the appeal must be narrowed down to a certain portion of a wide classification, it is doubtful whether the ordinary commercial list will do. Take, for example, the case of selling a vacuum cleaner to housewives, and alter the type of vacuum cleaner to a hand-power machine to sell for $3 complete. A mailing list of "housewives" or "mail-order buyers" would be wasteful, and probably the sales cost would be too high. Suppose, however, that a mailing list of housewives whose homes are not wired for electricity were secured, and the appeal of the copy was narrowed down to the slogan, "Now, you, too, can have a real vacuum cleaner though you have no electricity in your home." Immediately a harmonious and resultful combination of list and appeal is produced that will bring results.

The ordinary mailing-list concern would not be likely to have a list of homes that are still without electricity. It would either have to be purchased from a special broker or built by securing inquiries from general advertising.

If the narrowing down of the appeal will produce greater results, then the general list is eliminated, and a special list must be bought or built.

The mailing list should always take into consideration the person who does the buying. In the case of selling to individuals and housewives, this question will solve itself. Where sales are made direct by mail to business concerns, it is of the first importance to ascertain what officer or individual in the concern has the authority to make the purchase.

At times it may prove more economical to have more than one name upon the list for the same company. The purchasing authority may come not from one individual but from several. In nearly every case where goods are purchased for business use,

the purchase is influenced by several individuals. The chief executive, for instance, is influenced by department heads, subordinates, and even by friends.

Lists for Retailers, Wholesalers, Manufacturers, Etc.—There are certain points of difference between the use of lists by various types of businesses marketing by mail. The retailers' list is usually limited to territory within normal market range. It is used both for mail-order and for direct advertising. Solicitation is not generally made at great distances from the store, although there are exceptions to this practice. The retailer, in nearly all cases, sells to individuals. Lists are compiled from internal records, or from various types of local records which are readily available. The retailers' lists are generally classified in various ways.

The mailing list of the wholesaler is not difficult to obtain, since it is mainly composed of dealers appearing in trade directories, rating books, etc.

The manufacturer selling to dealers has much the same problems as the jobber. The manufacturer selling to consumers, however, must make use of every conceivable method of building, or compiling, a mailing list. This also holds true of the mail-order house, the mailing list of which constitutes its most precious possession. One of the large houses has over seven million names upon its lists. In marketing services of various kinds lists are built up usually through advertising. General lists are not ordinarily applicable.

The more expensive the unit cost of the article sold, the more care must be taken in the compilation of lists. Literature must be prepared on a more lavish scale, and prospects are fewer.

Securing a Classified List.—While it is quite easy to purchase a desirable list of hardware retailers, it is difficult to secure a list of those who sell only paint. It is easy to buy a list of architects, but hard to find a list of architects specializing on churches. A good list can be obtained for concerns which heat-treat steel, but not of firms which heat-treat steel only in gas-fired furnaces.

Where something is sold that every hardware merchant can buy, the task is simple. The appeal is broad and the percentage of waste is small. But if only 40 per cent of the hardware stores

sell paint, and it is necessary for a paint manufacturer to circularize the whole list to reach this 40 per cent, then the selling cost will be high, if not prohibitive.

A mailing list of a "classification within a classification" must be produced along the lines of building a list from general periodical advertising. In the specific case just mentioned, one procedure would be to address a mailing piece to all hardware stores offering either a booklet, plan, idea, or novelty of use and of value only to those selling paint. This plan would not give a complete list immediately, but would ultimatively produce a good list if persistently and systematically carried out.

One firm, selling a small testing furnace used to ascertain the melting point of fire brick, was faced with the problem of securing a list of concerns operating large boiler rooms in which fire-brick trouble had been experienced. It was not enough to get a list of large boiler rooms. Only those that had had trouble with fire brick would be in the market for this testing furnace. A booklet was prepared, entitled, "How a Penny Piece of Porcelain Saved $8,000." An offer was made in a trade paper read by engineers to send a copy of this booklet free to those who had installed faulty fire-brick furnaces. The returns were quite satisfactory, although the process seemed slow and tedious compared with purchasing a list containing thousands of names.

In 1922, hundreds of concerns were trying to buy lists of retailers handling radio supplies. Because of the mushroom growth of the industry, and the total lack of standardization in distributive channels, it was next to impossible to secure such a list. Department stores, electrical supply stores, and hardware, sporting goods, and novelty stores all handled and sold radio receiving apparatus. It was estimated that over 6,000 retailers were selling radio supplies, but only a small proportion of any one classification handled radio goods at that time. For example, only about 1,000 out of 16,000 hardware stores made the venture and it was impossible for the concern selling by mail to tell which thousand.

In this particular case, the jobbers in the various jobbing zones compiled lists of their customers. When all these lists were compared and the duplicates removed, the manufacturers of radio apparatus had for the first time a complete list of dealers.

At the beginning of the radio movement, only one method of compiling such a list seemed open, namely, to advertise in electrical supply trade papers, hardware journals, and media reaching department stores, inserting such general advertising as would bring a response from those interested in radio. This was a slow process, and few, if any, outstanding successes were made at first in selling supplies by mail to retailers.

Mail-order House Lists.—Mail-order houses doing a general and constantly recurring business with housewives have many ways of building and buying their mailing lists. They use many of the methods already outlined, general and special. Lists from marriage license bureaus furnish names of newly married couples who will be in the market for furniture, stoves, and rugs. Vital records tell of new babies who must be outfitted. Lists of houses being erected offer opportunities to sell wall paper, plumbing supplies, furnaces, etc. Small retail dealers even sell lists of local buyers. Tax and voting lists are always available.

There is in this country, a certain large group of people who have formed the mail-order habit. These people buy by mail almost everything they eat, wear, or use. There is a mistaken impression that all farmers are mail-order buyers, and that all city people refuse to purchase by mail. Such, however, is not the case.

Many farmers will not and never have purchased any of their requirements by mail and hundreds of thousands of city dwellers, living within easy walking distance of nationally famous department stores, send many miles for their orders—some because of the savings to be made, and others because they feel that they secure better quality.

Some of the departments in the large mail-order houses have their own selected lists to which are mailed only the monthly catalogs issued by that one department. The Auto Supply Department, for example, buys a list of the 10,000,000 owners of automobiles in this country, getting the list from an official in each state, or from a list company. The Poultry Feed Department has a list of poultry fanciers which may include a farmer, John Brown, and a banker, John J. Brown.

Classifying Lists.—Many concerns selling by mail will find it necessary to classify their mailing lists in various ways. The

retail department store for example, may divide its list according to departments, sex, age, income, geographical location, etc. One of the ordinary classifications made by mail-order firms is to divide names into prospects, partial buyers, and total buyers.

Manufacturers or sellers of more than one line will have to subdivide the list according to the different appeals made by the different products. Almost every concern will find it easier to sell some prospects with one appeal and others with another appeal. One manufacturer of cigars divides his prospects into inveterate smokers, moderate smokers, occasional smokers, and a "hospital division" which is offered special bargains to induce sales. The appeal to each one of these classifications differs. Generally speaking, the more the appeal can be specialized, the greater the returns will be, and the effectiveness of the specialized appeal depends on the mailing list entirely.

Concerns which sell merchandise of a seasonal character will find it wise to classify lists with this factor in mind. Special lists may be made up for seasonal offerings by department or by other retail stores. One difficult but profitable scheme for retail stores is to make special lists of birthdays, marriage anniversaries etc., and to offer special and appropriate merchandise by mail literature for these occasions.

Some mechanical means of classifying lists is necessary unless excessive labor is to be encountered. As a rule, mailings of a general trend will go out to the whole list, while special literature will be sent to special classifications. It is simpler, as a rule, to keep the entire mailing list together in alphabetical order, distinguishing the various classifications.

Where addressing machines are used it is possible to mark cards with tabs for the particular classifications, and the machine will automatically sort out these classifications when set for that purpose. Where the list is too small to warrant the use of elaborate machinery, cards of different colors may be used. Ordinarily, separate drawers are used for names of customers and names of prospects, and perhaps other classifications, where lists are especially large.

The Card System for Mailing Lists.—Mailing lists should be kept on filing cards in a drawer, and not on sheets of paper. These sheets become so disfigured, after a few mailings, with

additions of new names and eliminations of old ones, that they become practically indecipherable. Only through use of the card system does the mailing list gain that flexibility which permits it to reach a maximum degree of efficiency.

In ordinary cases, the 3- by 5-in. card is sufficiently large for recording the name, address, and other required information. On the top line should appear the most important information, or that under which the card is filed. If indexed by names, the name should appear there. If there is a geographical classification, the name of the state, county, or city should appear first.

A purely alphabetical method of filing is suitable only for small lists covering a restricted area. The moment the list becomes large, it is advisable to divide it geographically, and subdivide as often as necessary to reach a unit of size which can be conveniently handled. Under each of these geographical divisions, names should be filed alphabetically.

The information to be recorded on the card will differ with the nature of the business. It may be necessary to include, in addition to the names and address, the commercial rating, the bank standing, the type of purchases made, and in every case actual value of sales made.

Where a concern uses many different lists, it is essential for purposes of accuracy to know from which list the addresses on returned letters have been taken. The simplest method of doing this is to give each separate list a number, and to attach this number to all mail sent out from that particular list. When any mail is returned as undeliverable, it is possible to eliminate the name without difficulty from the particular list from which it was taken.

The length of time a name should be retained on a list will vary with the type of product sold, and the policy of the house. In certain cases, names have been kept on the list for 10 years, at the end of which time sales have been made. Mail-order houses cut names off their lists automatically after a certain length of time or after failure of the customer to purchase a certain minimum of goods.

Addresses.—Insufficient addresses are responsible for the non-delivery of thousands of letters and packages daily. Insufficient addresses may be due to several reasons.

In the first case, a letter addressed to William Smith, New York City, has no chance of being delivered. Where there are several individuals possessing the same name, mail is returned to sender unless the street address appears. This duplication of names is very common in large cities.

Another cause of non-delivery is due to taking names of individuals from lists of directors in manufacturing enterprises, etc., and addressing mail to them in the city where the manufacturing plant is located. As a matter of fact, many of them may live in the suburbs or in some neighboring town, and, consequently, the mail is not delivered. It is essential to have the name and address of the sender on all mailing matter, for otherwise such mail, if undelivered, goes to the dead-letter office and is destroyed. Letters should not be addressed "City" or "Local," as this frequently causes non-delivery.

Each name on the list should be set down in the way that the person himself signs it. There are few individuals who are not annoyed by having their names misspelled, or even spelled in a fashion contrary to their general habit. J. Edward Smith does not like to receive mail addressed to J. E. Smith; and John McHenry Smith will not respond to literature mailed in an envelope bearing the name, J. M. Smith. Another frequent cause of waste on mailing lists is an inability to tell whether the name is that of a man or a woman, and, if that of a woman, whether she is single or married.

So-called "blind" mail, or mail that is addressed to the leading hotelkeeper, or leading hardware store, etc., in any particular town will not be delivered by the post office. In the case of a recognized public official, such as the mayor, the superintendent of parks, the secretary of the chamber of commerce, etc., this ruling does not apply.

Revising Mailing Lists.—A list, once compiled, should be carefully kept up-to-date. People die, move away, or change their occupation. Some lists change much more than others. A list of shop employees may vary as much as 20 per cent in a single year. A list of a thousand farmers may be as good a year from the day it was compiled as at the beginning.

Mailing lists may be corrected by the following methods:

1. Checking against returned literature.

2. Checking with new issues of directories, rating books, membership lists, etc.

3. Checking against orders, inquiries, or letters.

4. Having lists checked by postmasters, bank cashiers, etc.

5. Checking by personal verification.

The check against returned mail should be a constant operation. Mail may be returned for many reasons, chief among which are insufficient address, no such name in directory, unclaimed, deceased, moved and left no address, no such street number, etc. Although there is a law which provides that the postmaster of any post office shall tell why mail cannot be delivered, it is advisable to ask specifically for this information. The National Stove Company of Lorain, Ohio, prints the following notice on all envelopes and wrappers:

To the Postmaster:

If undeliverable please return after ten days. Postage for return will be paid upon delivery to sender. When returning please check reason for non-delivery. (Par. 1 and 9, Sec. 637 and 738 P. L. & R.)

Does Not Receive Mail Here.

Dead . . . Refused . . . Unclaimed . . .

Removed to. . . . . .

By making it exceedingly simple for postmaster or clerk to check the reason for non-delivery, it is possible to eliminate quickly all inactive names.

The continuous method of checking lists against returns is effective only when the list is used frequently. Where the list is used seldom, it may be desirable to have it checked by postmasters. The postal regulations permit postmasters to revise mailing lists at a nominal charge of 60 cents an hour. In many cases, the work is done for nothing because of the benefits accruing to the post office by the elimination of mail wrongly addressed.

The majority of mailing lists should be gone over at least twice a year. Where prospects are not automatically removed from the list as hopeless, a frequent plan is to enclose a post card asking

whether literature shall be continued or discontinued. A more drastic method is to state definitely that the name will be cut off unless the prospect signs the enclosed card.

When a concern obtains lists from many sources, it is almost impossible to avoid some duplicate names, or names of individuals in the same family. If the mailing list is to be kept at a high degree of efficiency, it is necessary to eliminate these duplications of selling effort.

An effective method recommended by W. R. Keith in *The Mailbag* is to send out a duplex government postal card to names which appear to be duplicates or members of the same family. The message on the original card reads as follows:

Because of the similarity of the names given below, they are easily confused. We shall appreciate your returning the attached postal card notifying us whether or not any of the following persons live in the same household.

Barker Bros. welcome the opportunity of sending, free of charge, any of their home furnishing magazines, color schemes or catalogs to anyone who enjoys reading them. However, as only a limited number are printed, your cooperation will be appreciated in helping to avoid duplication in the same household. The return card is formulated to make it as easy as possible for the recipient to give the desired answer:

Please tear off and return this card to Barker Bros.

If two or more of the following persons live in the same household please check both of the names in the squares below.

☐.....
☐.....
☐.....
☐.....
☐.....

My correct address is as follows:

Name.....
St. (R.F.D.).....
City.....
State.....

PART III
PRACTICAL TECHNIQUE

CHAPTER VII

SELECTING THE LITERATURE

In selling by mail, it is necessary to select from a great many different forms the one, or ones, which will best fit the particular case. The knowledge of how to make this selection, and by what factors to be guided, is essential for a successful campaign.

It is obvious that Sears, Roebuck and Company could not, in a 16-page booklet, display all the merchandise offered for sale. It is also obvious that a concern making a single mail-order specialty could not afford to issue a catalog containing many hundred pages devoted to this single item. Between these two extremes, there are many problems calling for solution by means of careful analysis of the various factors involved.

There are endless varieties of folders, and many styles and sizes of booklets. Catalogs may be produced in different shapes and in any number of pages—from 6 to 1,600. Broadsides may be die-cut, scored, and folded in numerous methods, and letterheads may be arranged in at least twenty separate and distinct ways. While personal opinion or individual preference will exercise the final choice between styles and forms, it is possible to submit every particular mail-order problem of selecting the physical form of literature to certain tests. These will automatically narrow down the selection to a few forms and styles. These tests are the following:

1. Actual size of merchandise.
2. Number of items of merchandise.
3. Selling price.
4. Margin of profit.
5. Percentage of returns per thousand mailings.
6. Competition.
7. Necessity of sampling.
8. Amount of selling copy necessary.

Size of Merchandise.—The size of the merchandise may influence the choice of the physical form. Naturally, a large product, such as a machine, would require more space for adequate illustration than a small product, such as an automobile tire gage. Similarly, it may be desirable to make an illustration large in size in order that details may be shown clearly, as in the case of machinery. The degree of emphasis which it is desired to give a particular product will also influence the size of the cut, and consequently the type of literature to be used.

Number of Items of Merchandise.—If the number of items of merchandise to be sold is large, all forms of literature are eliminated in favor of the catalog. If there is but one or two articles to sell, the catalog is eliminated in favor of the folder, broadside, letter, and booklet.

If the number of items to be sold is comparatively small, it may be desirable to use the booklet instead of the catalog, but this decision may well be postponed until the following factors have been analyzed and passed upon.

Selling Price.—When the selling price is high, and the consequent margin between cost and selling price fairly large, more elaborate forms of literature may be used than in cases where the selling price is low and the margin small. In the latter case, where volume and rapidity of turnover must supply the place of long profits on individual sales, the economical forms of literature must be employed. Cheap paper and cheaper methods of reproduction should be used.

Margin of Profit.—If the margin of profit is large, as mentioned in the previous item, the physical details connected with the form of the literature may be improved. The broadside would not be so useful, perhaps, as a folder in colors. If, on the other hand, the margin of profit were small, the expense would have to be reduced and the cheaper catalog would probably be used.

Percentage of Returns per Thousand Mailing.—If the percentage of responses per thousand mailings is too low, the cost per mailing may often be reduced by cutting down the number of pages, the size of the page, or the cost of printing and of paper.

Competition.—Competition is naturally one of the most important of the determining factors in the choice of physical form. What other companies or individuals use in the way of

literature for appealing to the same markets must be considered carefully. If one company, for example, issues a catalog, any other concern wishing to appeal to the same mailing list must formulate its literature in connection with a careful study of the competing catalog. To issue a markedly inferior type of literature would tend to depreciate the value of the products sold in the eyes of the prospect. All things being equal, the best literature will sell the product. Even where one product may be better than another, if the sales literature is not so good as that of competitors' selling inferior products, sales will constantly be lost because of the poor presentation.

In some cases, such as the selling of specialties, it may be desirable to use a physical form differing from those already used by competitors. This, of course, is possible ordinarily only when a catalog is not required.

Necessity of Sampling.—The necessity of sampling will eliminate some forms of literature at once. The catalog and the broadside are not ordinarily suitable for sampling. The letter and the folder may be conveniently employed for sampling purposes. In some special cases, sampling may be done by means of the catalog. Cloth, for example, may be pasted in; sample sheets of wall paper may be included, etc. In many cases, preliminary literature may be formulated so as to bring requests for samples.

Amount of Selling Copy Necessary.—The amount of selling copy required to merchandise a product by mail depends something on the selling price and also on the type of market to which an appeal is made. Further, if the product is new, a great deal more selling space will be required than in the case of an article familiar to everyone.

An article selling at a high price will ordinarily need explaining at length, because of the necessity of convincing the prospect that his money will be well spent. Bargain merchandise appeals chiefly because of the low price, and ordinarily requires little description.

Specific Problems—The Jobber.—In order to demonstrate how these eight factors operate in practical usage to determine the physical form of the sales literature, it is best to illustrate with specific cases. A jobber, for example, wishes to sell a line

of 300 items of automobile accessories to a list of garages. His merchandise consists of standard advertised items, on which he makes an average of 25 per cent gross profit on sales. Such a proposition could not be presented on a broadside, nor could 300 items be shown in a small booklet. Therefore, factor No.

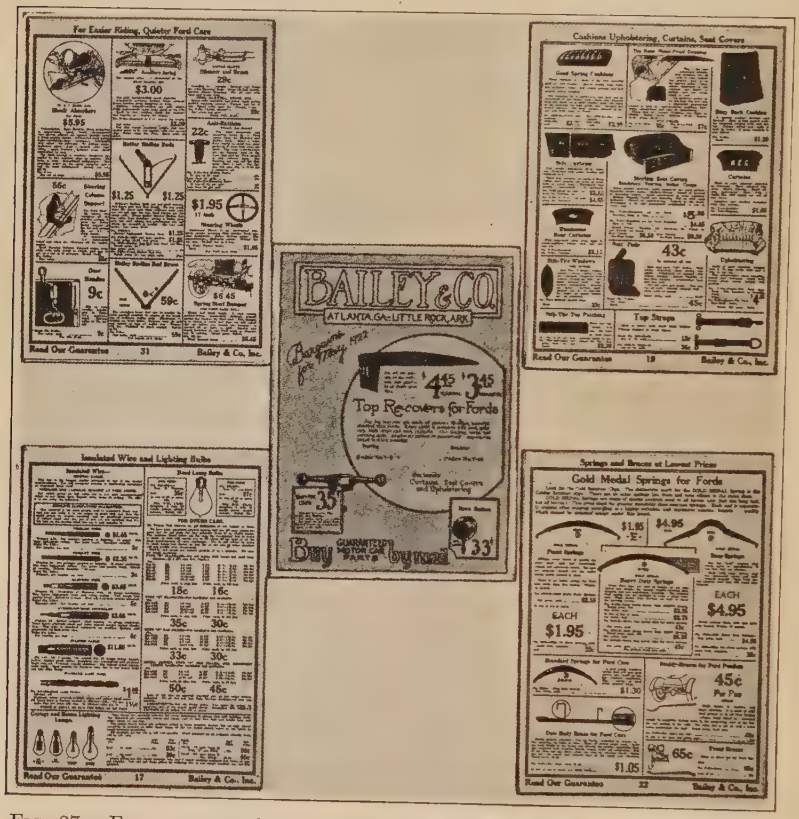

For Easier Riding, Quieter Ford Cars
Cushions Upholstering, Curtains, Seat Covers
BAILEY & CO.
ATLANTA, GA. LITTLE ROCK, ARK.
Top Recovers for Fords
Insulated Wire and Lighting Bulbs
Springs and Brasses at Lowest Prices
Gold Medal Springs for Fords

Fig. 27.—Four pages and cover of a catalog issued by an Atlanta jobber of automobile parts and accessories.

2, the number of items of merchandise, eliminates all physical forms with the exception of the catalog.

Factor No. 3, Selling price, Factor No. 4, Margin of profit, and Factor No. 8, Amount of selling copy necessary—all point to the conclusion that little space need be devoted to each of the 300 items. This jobber sells standard, advertised merchan-

dise. His margin of profit is relatively small, and his selling prices are cut prices.

The result of applying the above factors brings the selection of the form of literature down to a catalog in which little space need be devoted to any one item. It is a question, therefore, of the size of the page and the number of pages in the catalog. The latter question will be determined by an actual layout, showing how many items can be crowded successfully on one page.

The trimmed size of the page will be determined mainly by Factor No. 6, Competition. No competitor in this case issues a catalog larger than 6 by 9 in. This jobber, therefore, may decide on a catalog either 6 by 9 in., or 7 by 10 in. (see Fig. 27).

The net result of applying the eight factors to the particular problem is a small catalog, the number of pages of which will be determined by an actual layout. Other factors may safely be left to the individual preferences of those in charge of getting out the catalog.

Specific Problems—A Dehydrating Company.—A company wishes to sell a device for dehydrating fruits and vegetables in the home. The machine sells for $50, carrying a margin of $15. Sampling is done with slices of dehydrated fruit. This has been proved to be the best method of convincing the housewife of the efficacy of the machine.

In this problem, there is a single item, selling at a rather high price, carrying a profit margin of nearly 33 per cent, and requiring sampling with slices of fruit. The amount of selling copy required is large because dehydration is not generally known to the public, and housewives have been found slow to take up such propositions.

Factor No. 1: *Actual Size of Merchandise.*—The dehydrating machine is as large as the ordinary kitchen oven on a gas range. The illustration should be fairly large, but there is no necessity for such a large picture that any one of the physical forms of mail-order literature might not be used. Therefore, this first factor does not eliminate any one form, and it is possible to issue a catalog, folder, broadside, letter, or booklet.

Factor No. 2: *Number of Items of Merchandise.*—As there is but a single device to sell, the catalog is at once eliminated, leaving the folder, broadside, letter, and booklet.

Why not "put-up" your fruits and vegetables in the new way
THE DE-HYD-RITE
$6.50
brings this new model De-Hyd-rite to you balance on easy terms, payable monthly.
MONEY!
SEND NO MONEY!
Dehydration in the Home

FIG. 28.—Completed assembly of six pieces to sell dehydrating machine. See text for details.

Factor No. 3: *Selling Price.*—The selling price is high, and the margin of profit is ample. It is obvious, then, that no attempt should be made to sell by means of letters alone. Letters are eliminated except as auxiliaries.

Factor No. 4: *Margin of Profit.*—The margin of profit implies that the mail-order literature may be a little more elaborate than usual. Since of the three available forms remaining, the folder in colors offers the best opportunity, there is a tendency to choose this form, although the broadside and the booklet are not yet eliminated entirely.

Factor No. 5: *Percentage of Returns per Thousand Mailings.*—If, after a trial mailing, it is discovered that the cost of selling is too high, the cost of the folder may have to be decreased somewhat.

Factor No. 6: *Competition.*—Because there is no competition as yet in the field, it is not necessary to consider this factor.

Factor No. 7: *Necessity of Sampling.*—The requirement for sampling tends to eliminate the broadside. A broadside is usually mailed without an envelope, and unless the folding is so arranged that a glassine envelope of sample slices of apples, peaches, etc. may be enclosed, the folder must be accepted as the final form.

Factor No. 8: *Amount of Selling Copy Necessary.*—Because dehydrating is a new science and the machine for accomplishing it in the home is just being introduced, a great deal of strong selling copy will be required. The folder, therefore, cannot be of too small dimensions. It must be a large enough to show the merchandise, but it cannot be large enough to display sufficient selling copy. In the mailing, therefore, must be included a booklet describing and "selling" the idea of dehydration.

Figure 28 shows the completed folder, as mailed in a No. 10 envelope. Several glassine envelopes filled with sample slices of dehydrated fruits and vegetables, the booklet describing the process of dehydration, a self-addressed manila envelope, an order blank, and a carefully filled-in form letter were included to complete the assembly.

Specific Examples—A Window-display Concern.—A concern making window displays for music dealers wished to sell a

monthly display outfit at $3. On this, the company planned to make 33⅓ per cent. Dealers were well acquainted with lithographed displays and were already using a competing line.

Here again a single article is to be sold. The profit will be $1. Obviously, a catalog is not necessary. The margin of profit is too small to permit including a booklet in the sales program. This leaves the letter, broadside, or folder from which to choose.

FIG. 29.—Three color broadside used with good results by a manufacturer of window displays. The illustration in lower right hand corner shows broadside folded, stamped, sealed and addressed. (Note that no return card is used.)

The letter can be eliminated at once because an illustration is necessary. A booklet or 4-page letterheading, with the pictures on the inside pages, might be used, but either of these would mean the additional expense of an envelope.

By applying the eight factors already described, it is found that the best physical form would be a broadside, folded to make a self-contained mailing piece under a one-cent stamp.

Figure 29 shows the completed broadside ready for mailing, a return card being clipped to the inner fold.

In every case, Factor No. 5, the percentage of returns per thousand of mailings, may be determined. In the case of the jobber, all other factors may seem to point to a 7 by 10 catalog of a certain number of pages, with the illustrations and copy averaging 30 items of merchandise to the page. Yet returns from the catalog prove conclusively that either:

1. A reduction in cost of catalog must be made, or
2. Increased sales must come from
   (*a*) Better selling copy.
   (*b*) Better selling illustrations.
   (*c*) Lower prices.
   (*d*) More acceptable merchandise.

This factor of returns, then, is the principal factor and the cost per mailing must be cut down as previously explained.

Relative Importance of Factors.—Especial excellence in any one of the elements entering into the preparation of a mailing can rarely make up for poor judgment in regard to the other elements. Good selling copy cannot easily offset an unwise selection of the physical form. Good art work does not compensate for poor copy. All elements must be scientifically determined upon to ensure success.

The following case is illustrative of the disastrous results attending the selection of the wrong physical form, where other elements were correct. A maker of house dresses, manufactured to retail at $1.50, conceived the idea of selling by mail to department stores, women's wear stores, and similar retail outlets. In his own estimation, the manufacturer had produced a product which was superior in style, fit, material, and workmanship to competing articles. Furthermore, he was able to make a price substantially better than those of competitors.

A mail-order expert was consulted. As a result, a 32-page booklet was prepared, illustrating and describing the particular model. The dress was shown in every position and in many styles and types of models. The pages were filled with superlatives used in describing the workmanship, fit, style, and other qualities. A copy of this booklet, handsomely printed in two

colors on expensive paper stock, was mailed to each buyer on the list.

At the end of three weeks, only a few orders had been received. The manufacturer decided to investigate in person. He found the answer to the failure of the campaign in the first interview held with a recipient of the booklet. This prospect stated the booklet was one of the best looking she had ever seen. The dress itself appealed to her. When asked why she did not send in a trial order, she replied:

"When I received your booklet, and turned your proposition over in my mind, I could not see how you could make a dress for $11.50 a dozen, which would come up to the glowing descriptions in your booklet. It seemed too good to be true. Even had I not been 'overconvinced,' I should not have mailed an order. I thought it was just a booklet, describing the new dress, and that a salesman would follow with a sample." In other words the prospective buyer did not realize that she had received a mail-order booklet. It was too handsome, and too well-printed.

The manufacturer changed his entire selling scheme. He made up a simple folder of two pages, one which he illustrated the dress in black and white. The descriptions were short, to the point, without leaving anything unexplained. To each folder was pinned an order blank containing this line: "Buy by mail. No salesman will call on you. We issue no other literature describing this unusual value." The paper was ordinary, but the completed assembly looked the part of mail-order literature, and orders resulted in very satisfactory volume.

CHAPTER VIII

ATMOSPHERE

The mail-order catalogs and literature issued by an established house should accurately reflect its policies, personality, and atmosphere. Literature issued by a new concern which has not yet formulated policies, and has yet to achieve a personality, must be carefully prepared, for the printed material will produce in the minds of the readers an impression of the new concern that succeeding literature may find difficult to alter or to eradicate. In the case of a first catalog, letter, or mailing piece, it is necessary to remember that first impressions are often strongest.

A retail store, ordinarily, has a distinct atmosphere or personality, designed to appeal to its clientele. A French millinery shop, for example, would have a very different atmosphere from that of a department store bargain basement. It requires different atmospheres to sell various classes of merchandise successfully, whether over the counter or through the mail. The personality that would attract one class of purchaser may prove repugnant to another.

Atmosphere in Selling by Mail.—A store personality is built of many things, such as location, store policies, class of trade, merchandise carried, style of advertising, kind of show windows, architecture of building, width of main aisles, decorations, length of time established, age of clerks, degree of noise or quiet, and other factors.

To express accurately in catalog, letter, or other literature the "spirit," or individuality, of an institution is a difficult task. It becomes even more difficult when the customer is so located or the institution is of such character that the customer will probably never see the actual buildings or offices, or meet any of the personnel, but must draw all opinions from the printed matter.

Not only must mail-order literature, in addition to making or assisting in making sales, represent to the recipient the

personality of the sender, but it must be sent to that class of people to whom the personality of the house will make its strongest appeal.

A retail store, by reason of its location, its advertising, and its show windows, will draw from a mixed crowd of shoppers those individuals who are interested in its merchandise. A mail-order catalog must select its own shoppers by means of the carefully selected mailing list.

A brisk, French-style booklet, issued by Madame Certoux, illustrating high-priced imported frocks, almost certainly will be wasted if sent to the wife of a bookkeeper in Wayne, Ind., whose allowance for clothes is $2 a week. The bookkeeper's wife may obtain the correct impression of the personality of Madame Certoux's establishment, which is highly important, but there is no hope of capitalizing this valuable impression. Atmosphere and an efficient mailing list are complements.

With a full understanding of these facts, the designing of mail-order literature, and the selection of mailing lists, assume greater importance. The creator of the literature becomes not only the producer of sales but the builder of lasting impressions which may appreciably affect future sales. In truth, they may play an important part in the ultimate success or failure of the entire enterprise. To understand this phase of mail-order literature adds to its production an enjoyable sense of responsibility, and takes the work out of the class of scissors, typewriter, and glue drudgery.

Building Mail-order Atmosphere.—Beginning with the design of the cover and continuing through the layout, copy, and illustration of each page, the building of mail-order literature should pursue a definite policy and uniform technique.

The design of the cover is analogous to the entrance façade of the store. Figure 30 illustrates the cover of the Ovington gift shop catalog. No expense has been spared to make the cover convey an atmosphere of rarity and exclusiveness.

The first few pages of the catalog may be compared with the display windows of the store, which will attract or repel the prospective customer. Narrowness or breadth of page margins can create favorable or unfavorable impressions on the reader, just as narrow or broad aisles in a store can please or displease

Ovington's
Fifth Avenue at 39th Street
New York

Ovington's
Their Book

FIG. 30.

shoppers. The size of the type used for display prices in the mail-order catalog and the size of price tickets used in the store are related, while the air of hustle and bustle created by a purposely disjointed catalog layout page, and the bargain atmosphere of a basement store created by crowded tables heaped with goods, are kindred.

Practically all of the larger, successful mail-order houses fully appreciate the responsibility of their literature in reflecting the correct atmosphere. Concerns that sell on a price basis to customers in the poorer sections of medium-sized towns, in small communities, and on farms, design and build their literature to reflect the personality of a business that will appeal to the grade of intelligence, the desires, and the pocketbooks of their particular clientele. They do not make the mistake of sending a description of French imported gowns to the wife of the bookkeeper. Instead, they send her a catalog containing merchandise in which she will be interested, and which she can afford to buy.

The Bargain Atmosphere.—An examination of one of the "flyers" issued by a successful catalog house shows how thoroughly this house believes in fitting its literature to the mailing list, and how careful it is to see that the atmosphere of the flyer is the atmosphere of the house. A flyer corresponds in a mail-order sense to the bargain basement activities of a department store. Each department of the mail-order house is represented in the "flyer," some using several pages while others show but a few items.

The goods are offered on a price basis in all cases. On the mailing list are people in the poorer sections of the large cities, farmers, and low-salaried workers of the small communities, and others to whom a bargain in useful merchandise will make a strong appeal.

As proof that mail-order merchandising follows exactly the same principles as retail-store merchandising, this flyer may be compared with a bargain basement sale. The merchandise manager of the bargain basement who knows his business, can create the appearance of a crowd when perhaps there is no crowd. He first fills his space with goods to its full capacity. He will avoid fixtures that may appear expensive, and will rely on plain deal tables and counters.

Figure 31 shows a page from the 48-page flyer of the catalog house. Just as in the case of the bargain basement, it would be difficult to crowd any more merchandise offerings into the space.

During a bargain basement sale, the aisles will be narrowed to the smallest width which will permit safe handling of the crowds. This will create the atmosphere of a crowd, even though the actual attendance is small. The aisles, furthermore, will be so short that no long vistas of bare spaces will be possible. In some cases, the tables heaped with merchandise will be arranged in a

FIG. 31.—A typical mail-order flyer page, purposely crowded. See text for reasons.

zigzag fashion in order to create an atmosphere of confusion. It is a well-known fact in bargain merchandising that a scene of confusion and haste is the best inducement to sales.

Wires will be strung from wall to wall, and on these wires will be hung laces and piece goods. Customers may have to stoop in order to get under these obstacles, but shoppers will go home and tell neighbors of the great crowd which attended the sale. As a matter of fact, it may only have been the ingenuity of the merchandising man, which created the appearance of a crowd.

As far as type limitations would permit, the layout specialist, who designed the illustrated page of the flyer, followed out these

same principles. His aisles are his margins around pages and between merchandise. These he has made as narrow and crowded as possible. The various layouts have been purposely arranged in zig zag fashion so that the eye is rather confused. The finished page comes as near to the bargain atmosphere as possible. The final result does not mean that the layout specialists are devoid of all sense of art, balance, or typography. From careful analysis and experience, it has been found that the bargain atmosphere is created most satisfactorily by this method.

Fig. 32.—How Sears, Roebuck & Company emphasize price reductions by permitting the old price to stand, crossing it out to insert the new, reduced figure.

Bargain Accessories.—The basement bargain store will utilize a great many large price cards, so that the price figures cannot be overlooked. Similarly, in the illustration, the size of the type used to display prices is very large as compared with the type size of the text.

The basement store's price cards may be lettered in red with the price at which the goods were formerly sold. Figure 32 shows how the flyer cleverly calls attention to the former price. "Regular Catalog Price $9.85" has been crossed out, and "Special Sale Price $7.78" inserted. It is impossible to avoid realizing that the merchandise has been reduced. Both depart-

ment store basement and mail-order flyer utilize the odd-price appeal.

All decorations, plants, pictures, or artistic effects are absent from the basement store during "Sale Week." To continue this comparison: all fancy borders, initial letters, and elaborate headings are eliminated from the mail-order flyer. Because this is purely a price sale, the attention of the reader is to be directed solely to the price tag.

FIG. 32*a*.—As the basement bargain store surrounds its entrance with examples of savings to be made inside, so this catalog cover illustrates selected bargains of universal appeal.

Before leaving this comparison, and to complete the discussion of the principles which it brings out, the cover of the mail-order flyer shown in Fig. 32*a* illustrates how some of the best bargains have been placed on the cover as an inducement to open the catalog and find more and greater values. This is similar to the basement store, where some of the most attractive bargains are placed at the entrance, prominently marked with low prices.

The Exclusive Atmosphere.—All mail-order sales are not made on a price basis alone, nor are all mail-order customers interested solely in bargains. Sometimes it is desirable and necessary to

sell high-grade products to exclusive markets at prices above the average. This can be done by mail, and the principles which control the production of sales literature under these conditions are the same that control the production of the bargain flyer.

It is necessary, however, that the atmosphere of the concern offering the merchandise, the atmosphere of the literature, and the class of people on the mailing list are in harmony.

Suppose, for example, that it is desired to offer exclusive models of Lady Duff-Gordon gowns. The mailing list, secured by obtaining inquiries from national advertising in high-grade magazines, consists largely of prospects who have the money necessary to satisfy their desires. The price does not matter so much as whether the gown pleases, and the name of the designer is well known.

This literature may be compared with the opening of an ultra-stylish French shop for imported gowns on Fifth Avenue. As such, it must surround its merchandise offerings with an atmosphere of exclusiveness, style, and charm.

The shop for imported French gowns will be reached by a foyer carefully arranged to give the desired effect of exclusiveness. The tone will be subdued, as opposed to the atmosphere of hurry and bustle in the bargain sale. Decorations and fixtures will be of the most expensive kind. Salespeople will be of the highest type.

When these gowns are to be sold by mail, the literature must convey as much as possible of this atmosphere to its readers. Within the limitations of paper, ink, and type, it is possible to do the work commendably. The medium in this case is a catalog.

The cover (Fig. 33) is designed almost in a futuristic style. The colors are exotic. The effect is designed to give atmosphere to the frocks and gowns described on the inner pages. Before reaching the actual merchandise offerings, it is necessary to pass through two carefully designed flyleaves, two blank pages, one hand-lettered subtitle page, several pages of introduction, and a page containing a portrait of the designer of the gowns.

The printing of the catalog is carried out in three soft shades of brown with tint-block effect, on unglazed india paper. Two pages are devoted to each model. Each page is handsomely bordered, margins are broad and spacious, prices are in very

FIG. 33.—Cover, fly-leaves and pages from a catalog of Lady Duff-Gordon gowns.

small type. The use of Lady Duff-Gordon's signature lends distinction and authority to the descriptions of the gowns. Copy is effectively composed in harmony with the subject.

The merchandise offered in this catalog is surrounded with the sort of atmosphere in which society women are accustomed to shop. The underlying note of leisurely selection and exclusiveness serves to bring in orders. In similar fashion, it is possible to create in mail-order literature a technical atmosphere for selling machinery, an atmosphere of beauty for selling flowers, or a business atmosphere for selling office equipment.

CHAPTER IX

MAIL-ORDER COPY

The term "copy" applies to the actual words, or text, of the mail-order literature. Apart from certain considerations peculiar to specific media, the principles of ordinary copy preparation apply generally.

Convincing copy can be written only as a result of knowledge of the facts concerning the product and the market which it is desired to reach. This information must be combined with an understanding of copy technique. The style of copy, the selling appeal, and the logical progression of the selling arguments in accordance with this appeal are determined by the nature of the product and of the market. By the application of market analysis, it will be possible to tell approximately what features of the product should be emphasized, the media to use, the style of copy, and the type of illustration.

Copy.—A booklet, folder, bulletin, or other piece of mail-order copy may be written in a variety of styles. Even the catalog, which is ordinarily a simple explanatory statement in regard to specific merchandise, may be made to fit a particular atmosphere.

The aim in all copy writing is to make the text fit both the idea and the person addressed. The proper appeal, whether suggestive or argumentative, can be determined only after a study of several factors, admirably summed up by Starch in his "Principles of Advertising:"

1. *The Buying Process.*—It will depend upon the nature of the buying process involved in purchasing a given commodity; that is, whether the buying of the commodity in question is done in a deliberate, thoughtful manner, or whether it is done in an impulsive, spur-of-the-moment manner.

2. *Frequency of Purchase.*—It will depend upon the frequency with which the commodity is purchased—whether the buyer buys from habit or whether each purchase is the result of considerable deliberation and choice.

3. *Familiarity.*—It will depend upon the familiarity of the public with the article. If it is well known, the reminding, pictorial, suggestive appeal is likely to be effective; whereas, if the commodity is new, the use of a considerable amount of text and informational material will be necessary.

4. *Price.*—It will depend upon the price of the article; that is, whether the price is low enough so that ordinarily a minimum of deliberation is involved, or whether the price is high so that it is a matter of more or less careful consideration.

5. *Competition.*—It may depend upon the severity of the competition. If the field is hard fought, argumentative copy may be the more effective.

6. *Copy Used by Competitors.*—It will depend upon whether competitors uniformly use the one or the other type of advertising (argumentative versus suggestive). In such a case, the opposite type of presentation would have considerable attention value. If everyone used largely argumentative presentation, the pictorial method, used by a single firm, would attract much attention.

7. *Complexity of the Article or Proposition.*—If the commodity is technical and intricate, or if the situation is complex, the argumentative type may be the more effective; if the commodity is simple or the proposition easily understood, the suggestive type may be more suitable.

8. *Class of People.*—It may depend to some extent upon the class of people to be reached, whether they are likely to read advertisements extensively or not.

9. *Mediums.*—It will depend upon the mediums that are to be used. Obviously, the poster, reminding type of advertising must be used upon street car cards, billboards, and similar mediums.

10. *Sentiment.*—It depends to some extent upon whether the commodity is one that is surrounded with personal sentiment rather than necessary utility. The suggestive type of appeal possible lends itself somewhat more readily to the development of sentiment and artistic atmosphere.

11. *Purpose.*—If the advertiser wishes to produce direct sales, or to accomplish a great deal of the selling process through his advertisements, argumentative presentation will probably be needed. If he wishes to do only a part of the selling, the suggestive presentation may perhaps be more effective.

12. Finally, it depends upon the effectiveness of influencing the actions of people by means of suggestion as against reasoning. The question is: To what extent is suggestion in general, and specifically in relation to a particular commodity, a more or a less effective way of bringing about the desired action than an appeal to reasoning may be?

Copy Styles.—In general, the following copy styles are used in mail-order selling:

1. *Announcement.*—Of all forms of copy the announcement style is the simplest. It contains little or no selling copy, but

THE KERR CHICKERIES INC.

Frenchtown, N. J. Branch Offices & Hatcheries *Syracuse, N. Y.* *Springfield, Mass.*

Main Office *Newark, N. J.*

Spring Price List, 1924

KERR'S UTILITY PRICES

BREED	25 Chicks	50 Chicks	100 Chicks	500 Chicks	1000 Chicks
WHITE LEGHORNS	$4.75	$9.00	$17.00	$82.50	$160.00
BLACK LEGHORNS	4.75	9.00	17.00	82.50	160.00
BUFF LEGHORNS	5.50	10.50	20.00	97.50	190.00
BROWN LEGHORNS	5.50	10.50	20.00	97.50	190.00
BARRED ROCKS	5.25	10.00	19.00	92.50	180.00
R. I. REDS	5.50	10.50	20.00	97.50	190.00
WHITE ROCKS	6.75	13.00	25.00	122.50	240.00
BUFF ROCKS	6.75	13.00	25.00	122.50	240.00
WHITE WYANDOTTES	6.75	13.00	25.00	122.50	240.00
BLACK MINORCAS	6.75	13.00	25.00		
ANCONAS	6.75	13.00	25.00		
MIXED AND ASSORTED	4.25	8.00	15.00	72.50	140.00

KERR'S SPECIAL MATINGS PRICES

WHITE LEGHORNS	$6.00	$11.50	$22.00	$107.50	$210.00
BARRED ROCKS	6.50	12.50	24.00	117.50	230.00
R. I. REDS	6.75	13.00	25.00	122.50	240.00
WHITE ROCKS	8.00	15.50	30.00	147.50	290.00
WHITE WYANDOTTES	8.00	15.50	30.00	147.50	290.00

Safe arrival guaranteed.
Chicks shipped Parcel Post Prepaid.
Chicks cannot be sent C. O. D.
Remit with money order, check or registered letter.
Please use order blanks enclosed and send direct to nearest Branch Office.
No order received for less than 25 chicks of any one variety.

Deduct 20% from above prices when your order is accompanied by a Profit Sharing Certificate and remittance in full.

FIG. 34.—The announcement style, or price list—the simplest of all copy styles.

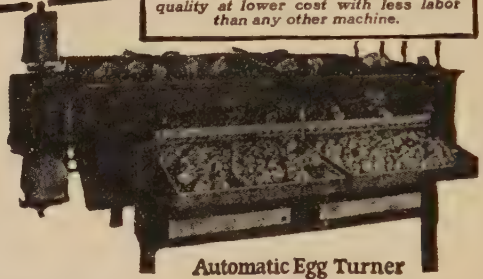
consists of statements of facts, without elaboration. The price list is the best example (see Fig. 34).

The Greatest Guarantee Ever Written!

We guarantee the Wishbone to do MORE than any other incubator will do.

It will produce more chicks of better quality at lower cost with less labor than any other machine.

The **Wishbone** is the **Money Making Mammoth**



Automatic Egg Turner

$400 to $700 Net Profit in a few months—*only 5 minutes a day*

SEE if this isn't the finest proposition ever put to you in your life! Using five minutes of your spare time a day, you can easily make $400 to $700 net profit in a few months. All the equipment you need is a Wishbone Mammoth!

Five minutes a day—as long as it takes to wind a clock—five minutes doing an easy, pleasant job. The Wishbone is so simple to operate, a woman can make this extra money in five minutes a day without interfering with her housework. Looks good, doesn't it? Well it is good! Here's the story:

Eggs cost from 2c to 4c apiece. Chicks sell for 20c to 30c apiece. Hatch chicks! The Wishbone Single Section starts you in this profitable business. And the Wishbone Single Section makes it a mighty simple, safe business.

A Genuine Mammoth—800-Egg Size

The Wishbone Mammoth, famous all over the world for the fine chicks it hatches, is the only Mammoth that has completely eliminated hand labor and hatches chicks by natural safe methods. This is exactly the same machine that, in sizes up to 48,000 is paying big profits to the great commercial hatcheries all over the continent. It is not to be confused with lamp incubators. It is a genuine Mammoth—with all Mammoth features—built by the man who invented the first Mammoth.

Automatic Egg Turner!

With a Wishbone you don't have to do a bit of hand labor from the time you put the eggs in until you take the chicks out twenty-one days later. Heat and ventilation in each compartment are automatically regulated. A turn of the crank rolls the eggs gently over. That's all. *These are exclusive Wishbone features.*

The Wishbone Single Section is 4 incubators in 1—the four separate compartments, 200-eggs each, can be set altogether or one at a time. All are heated by the one wonderful Wishbone blue-flame burner that requires no chimney, has no wicks and uses a 3-gallon tank that needs refilling only once a week. No odor, no mess, *it can go into any room in the house.*

200 Eggs or More at a Time

The Single Section is the best way you can enter the lucrative hatching business. New sections can be added, paid for by your profits, as you grow, up to 48,000 capacity.

"Put-Off" Never Made Money

Don't put off getting the details of this machine. It costs only $195 — an unheard of price for a mammoth—and this is a mammoth with the most enviable reputation in its field. 1600-egg size, $320; 2400-egg, $445; 3200-egg, $570. Get your order in early. Make up your mind now to cash in on your 5-minutes a day. Order direct from this advertisement or mail the coupon below for free Wishbone book that shows you how to make most money out of hatching Fill in your name and address now.

American Incubator Mfg. Co.
629 Neilson Street, New Brunswick, N. J.

AMERICAN INCUBATOR MFG. CO.
629 Neilson St., New Brunswick, N. J.

I'm interested in turning five minutes a day into $700 in a few months. Send me the free catalog telling how the famous Wishbone Mammoth will do it for me.

Name_____

Address_____

FIG. 35.—The descriptive copy style catalogs the virtues of the merchandise, while the above advertisement adds argument and overcomes objections almost before they arise in the reader's mind.

2. *Description.*—The copy style ordinarily used in catalogs is purely descriptive. For more expensive articles, there may be a slight change towards the argumentative.

3. *Argument.*—Where there are many objections to be met and overcome, the argumentative style of copy writing may be effectively used (see Fig. 35).

4. *News.*—An advertisement which contains news value is ordinarily productive. It must, however, be linked closely with the product to be sold.

5. *Human Interest.*—It is often desirable to appeal to the individual in a more personal fashion than usual. This is particularly true when the article to be sold is for personal use, or is likely to appeal to him as an individual. In Fig. 36, the suggestive appeal is elaborated in a familiar copy style.

6. *Story or Anecdote.*—A long selling argument may be presented in anecdotal form. Figure 37 illustrates how this may be applied to selling a service by mail.

Avoidable Errors.—In writing mail-order copy, certain practices should be carefully avoided. Among the most common mistakes are the following:

1. *Exaggerations.*—In writing about any article to be sold by mail, it is extremely important that no claim be made which cannot be substantiated. The experienced mail-order seller limits himself to simple statements of fact, and says nothing which may tend to strain the prospect's credulity.

2. *Superlatives.*—It is usually poor policy to use superlatives in an endeavor to

New Way to Make Money at Home
Openings for new members now in national organization, Fireside Industries. Wonderful opportunity to earn $5 a day and more—spare or full time. Most fascinating work. No previous experience needed. Earnings guaranteed! Outfit FREE.
WOULD you like to turn spare hours into dollars? Would you like to have an independent business of your own? Here is a new way to earn money, unlike anything ever offered before. There is no canvassing to do, no tedious, laborious drudgery.
Gabriel Andre Prize Art Director
This is the most delightful kind of work you could imagine, you will enjoy every minute you devote to it. And it pays amazingly well. From $10 to $50 a week and more!
NO SPECIAL ABILITY OR EXPERIENCE NEEDED
THE national organization known as Fireside Industries has openings for new members to decorate Art Novelties at home. You have only to follow the simple directions supplied to each member, and you quickly learn how to decorate all kinds of fascinating articles, hand-painted candlesticks, plaques, picture frames, greeting cards, wooden toys, parchment lamp shades, hand painted furniture, bath and other beautiful art novelties
The work is so simple under the Fireside Industries system that even a child could do it. A complete Outfit is furnished every member
YOUR EARNINGS GUARANTEED
THINK of decorating a pair of candlesticks, for example, requiring only one hour's work and realizing a profit of $2.00! What other work could be so interesting, or pay so well! Best of all, we GUARANTEE that you can learn to do the work successfully, just as hundreds of others are doing. There is absolutely no risk, nothing to lose
BEAUTIFUL BOOK FREE
NO matter where you live you can be one of the happy, successful members of Fireside Industries. Mail the coupon or write to-day for the beautiful, illustrated Book that explains everything. We will send it to you FREE. But you must be prompt as new members are wanted at once, and this golden opportunity may not come to you again. Enclose 2c stamp to help pay postage.
FIRESIDE INDUSTRIES
DEPT. 203, ADRIAN, MICH.
FIRESIDE INDUSTRIES, DEPT. 203
ADRIAN, MICH.
Gentlemen: Without obligation on my part, please send me, FREE, the book of Fireside Industries which tells how I may earn money at home by Decorating Art Novelties, also particulars of your 50 way Making Guarantee and the special co-operative privileges and services. I enclose two cent stamp
Name.....
Address.....
City.....State.....

FIG. 36.—Personal appeal to "you,"—a familiar copy style.

"How We Solved the Clothes Problem In Our Family"

"A YEAR ago I found not only the way to have smart, becoming dresses and other pretty garments for myself, but also a solution of the clothes problem in our family.

"What is more, I have found the way to make more money than I ever expected to earn. Altogether my discovery has meant so much to my happiness and success that I am sure other women and girls will be interested in hearing about it.

"Soon after leaving school, I started to work as a clerk in an office down-town. There were four of us, Ted, my ten-year-old brother; 'Sister,' just six; mother and myself. We had practically nothing but my meagre wage, and this, with the small income father had left us, provided funds enough to just about pay for our rent and food. There never seemed to be any money left for clothes.

"Well, one night, after the children were in bed, mother and I had a serious discussion of our finances. We decided that we could save quite a little if I became the family dressmaker. But soon I became so discouraged by my mistakes and the disappointing garments that I realized I would have to learn more about it. But, what was I to do?

"I couldn't possibly give up my position and leave home to learn—we could scarcely get along as it was.

A Wonderful Story

"Then one night I read in a fashion magazine the story of a girl who had learned right in her own home, during spare time, through an institute of domestic arts and sciences, how to make just the kind of smart, becoming dresses and hats she had always wanted.

"It seemed such a wonderful opportunity that I wrote for more information, and a few days later I joined the Woman's Institute and took up Dressmaking.

"I began at once to make actual garments. That's the most wonderful thing about the Institute's plan. There are no tedious preliminaries. You start right in making pretty things to wear. And even the materials for some of the garments are furnished free.

"I was so fascinated with it all that I devoted every spare moment to the course and in just a little while I was making all our clothes with no difficulty whatever.

"Of course, as a member I had an opportunity to learn a great deal about the Institute and its work. It's perfectly wonderful what this great school is doing for women and girls all over the world. You see, it makes no difference where you live, because all the instruction is carried on by mail. And it is no disadvantage if you are employed during the day or have household duties that occupy most of your time, because you can devote as much or as little time to the work as you wish, and just whenever it is convenient.

Distinctive Clothes at Last!

"I soon learned to copy models I saw in the shop windows, on the street, and in fashion magazines. Every step was so clearly explained that the things I had thought only a professional dressmaker could do were perfectly easy for me!

"Then, too, my Woman's Institute training taught me the secret of distinctive dress—what colors and fabrics are most appropriate for different types of women, how to develop style and add those little touches that make clothes distinctively becoming.

"Well, when I found I was getting along so splendidly, I decided to do more than make just my own clothes.

Earning Money at Home

"It wasn't long before my dresses attracted the attention of the best-dressed people. I called on several women that I knew would like to have individually distinctive clothes. They welcomed my suggestion that I could create the kind of clothes they wanted and save them money besides.

"In less than six months from the night I first read about the Woman's Institute, I had given up my position at the office and had more dressmaking than I could possibly do alone. I had to get first one, then two women to do the plain sewing. Now I am planning to move my shop from home to a business block in town.

"Of course, our own clothes problems are a thing of the past. The dresses mother and I wear are always admired, the children have an abundance of attractive clothes and there is no more worrying about money. My income makes us very comfortable indeed."

This is the story of what just one woman has accomplished through the help of the Woman's Institute. Thousands of other girls and women, in every section of the country, have proved that it is possible for you to learn, easily and quickly, in spare time at home, to make all your own and your children's clothes, or prepare for success in dressmaking or millinery as a business.

WRITE FOR FREE BOOKLET

"Making Beautiful Clothes"

It costs you nothing to find out all about the Institute and what it can do for you. Just send the coupon or a letter or post card, and you will receive—without obligation—the full story of this great school that is bringing the happiness of dainty, becoming clothes, savings almost too good to be true, and the joy of being independent in a successful business to women and girls all over the world.

—TEAR OUT HERE—

WOMAN'S INSTITUTE
Dept. 36-Y, Scranton, Penna.

Please send me, without obligation, a copy of your 48-page booklet, "*Making Beautiful Clothes*." I am most interested in learning—

- ☐ How to Become a Professional Dressmaker
- ☐ How to Earn Money Sewing for Others
- ☐ How to Plan and Make Attractive Clothes
- ☐ How to Design and Make Becoming Hats
- ☐ How to Become a Successful Milliner
- ☐ The Art of Successful Cookery

Name _____
(Please specify whether Mrs. or Miss)

Address _____

FIG. 37.—The story or anecdote copy style is effective when so interestingly written that it will be read. A dangerous style for the amateur or tyro who cannot write interestingly.

stimulate interest. Literature which is filled with "best" and "finest" or "greatest" and "most wonderful" fails to produce the desired effect. Similarly, it is a mistake to describe every article as a bargain. The purchaser will hesitate to believe that every item offered for sale is superior to all other similar items.

The leading catalog houses ordinarily avoid the use of superlatives. The words "biggest," "finest," "best," "strongest," or "heaviest" are reduced to a minimum of usage. This custom was adopted several years ago after a period of competition on the part of catalog writers to outdo one another in the use of such words. The danger of "overselling" must be guarded against constantly.

3. *Vagueness.*—To sell by mail requires great clarity of expression. No generalities should be used where specific wording can be used. The large mail-order catalogs may serve as models of accurate description in small space.

4. *Lack of Sufficient Detail.*—The copy designed to sell by mail must tell the complete story. The person writing the copy must remember that, while he may have a thorough knowledge of the article described, his audience may perhaps have no idea of it. It is particularly important that articles of clothing, or other products where the element of personal taste enters, be fully described. Even the omission of information as to the exact color and material of the lining of a coat has been known to affect the sales of the coat seriously.

5. *Failure to Choose Right Word.*—There are many cases where the addition or subtraction of a single word has changed the character of an advertisement. A well-known Chicago manufacturer of bicycles, for example, had for years headed his advertisements "Agents Wanted," with only a fair degree of success. When the copy was changed to "Rider Agents Wanted" the advertisement immediately appealed to the young boys who were its chief readers, and sales increased in consequence.

Length of Copy.—There is no set rule to govern the length of mail-order copy beyond the physical limitations of the medium employed. If interest is sustained, the copy may be of any length. The length often depends upon how well the product is

known to the buying public—in the case of a well-known product, the expository section might be very brief.

Copy may be compared with a magazine story. No one decides whether or not he will read a story, on the basis of the number of words included. He selects it because of its apparent interest value. A story is made to appear interesting by the use of caption or of titles, by illustrations, by the repute of the author, the layout, and other features. All these are used to induce the reading of the first few paragraphs. Provided these are interesting, the reader will continue as long as the interest is maintained.

Attracting Attention.—In attracting attention a method should be chosen which is relevant to the message in the text. A striking layout may be permissible. An interesting illustration will do much to catch and hold the glance. In many cases, the phraseology of the headline, the title, or the subhead is the principal factor in attention getting.

Figure 38 shows an advertisement with excellent powers of attraction, gained in several ways:

1. A headline designed to arouse interest and lead to the perusal of the text: "The romantic little sailor-boy who became the greatest living novelist."
2. A group of illustrations, showing the author, the set of his books, and two pictures designed to suggest the sea atmosphere with which Conrad is so closely connected.
3. A box arrangement of testimonials from famous authorities.

As stated above the method of attracting attention and the subject of the advertisement should always be connected. To make the strongest contact, the title should have something to do with the mail-selling argument, but should not be explicit enough to destroy interest.

Ramsay ("Effective Direct Advertising") divides headlines and titles into four classes:

1. Curious.
2. Interrogatory.
3. Declarative.
4. Pictorial.

Hall ("The Advertising Handbook") cites five types of headlines commonly used on advertisements:

The romantic little sailor-boy who became the greatest living novelist

Nothing that Joseph Conrad himself has written is more filled with romance than the amazing story of his own life. How a spirited Polish lad with a longing for the sea rose to a pre-eminent place in the world's literature is an incredible narrative woven out of the slender threads of chance.

A LITTLE BOY in Poland placed his finger upon a map of the world and said: "I shall go there." He had pointed to the Congo, in darkest Africa. And years later he went to the Congo.

He had an inborn desire for the sea, this sensitive child of an inland race—an inexplicable desire that no parental objections could overcome.

In 1874, at the age of seventeen, he went to Marseilles and shipped as cabin-boy aboard a sailing vessel. For twenty years thereafter the open sea was his home; he visited almost every corner of the globe except North America.

Of all the amazing facts of Joseph Conrad's life perhaps the most amazing is this: that until he was past twenty he had never spoken a word of English; nor until he was past thirty had he written his first story!

Yet, today, this former impressionable cabin-boy is acclaimed—not only by the public, but by other writers themselves—as **the foremost living English novelist.** At the right are reproduced the words of some of the foremost authors of today—words filled with unlimited admiration for the work of this great master. And all over the world tens of thousands of Conrad lovers echo their seemingly uncontrollable praise. The Conrad fever has become epidemic; everywhere men and women are eagerly reading and re-reading his books, discussing him, and groping for words to express their wonder at the irresistible fascination of his writings. As Gouverneur Morris says: "He is becoming necessary to contemporary education."

JOSEPH CONRAD

Immediate Special Sale

What magic is there in Conrad to account for this unexampled enthusiasm? His is an astonishing combination of gifts, quite indescribable. "His books have no counterpart in the entire range of English literature," says Sir Hugh Clifford.

His mastery of language is amazing; he is the delight of lovers of fine writing. And those who read for the sheer liking of a good story, find a gripping interest in his books that makes it difficult to lay one down until the very last line has been reached. Here is romance, adventure, chance—the mystery of distant places—and, above all, the haunting spell of the sea.

"All the majesty of illimitable oceans, all the charm of the mysterious southern seas, all the adventure and dark passions of unknown lands and races, all these Conrad gives us, as no other ever has and no other ever can!"

Now the opportunity that Conrad lovers have clamored for

For no other living author has there been such a spontaneous demand for a "uniform set." Now, at last, the plea of booklovers is answered. A uniform ten volume set of Conrad has been arranged by the publishers. *It is the only set of Conrad on the market at a popular price that contains the author's own prefaces.*

Publishers' Note: The demand for this Conrad set has been tremendous. The present printing must soon be exhausted. No guarantee can be given of how long this special offer can be held open. To take advantage of this free examination opportunity and the low price, therefore, it is essential to send the coupon or write immediately.

This set includes: **The Rescue; Youth; Chance; Victory; Typhoon; Lord Jim; Almayer's Folly; The Arrow of Gold; An Outcast of the Islands; The Shadow Line.** The volumes are bound in deep-sea blue, pure linen, with titles in gold. They are printed from de luxe plates in large readable type.

Will you examine the set FREE?

This beautiful and durable Conrad set is now offered during the present SPECIAL SALE, at such an amazingly low price and on such convenient monthly terms, that an unparalleled opportunity is afforded to add this great master to your library. But before you decide whether you want to own these ten volumes, even at the present low price, you are invited to examine them in your home, entirely without cost or obligation.

It is only necessary to mail the coupon below, or a letter. When the volumes arrive, take a week to inspect them. Then you can either return them at our expense or send only $1.00 as first payment and pay the balance at the rate of $2.00 a month. What more could be said than that?

DOUBLEDAY, PAGE & CO.
Dept. C-2511
Garden City, New York

John Galsworthy says:
"Probably the only writing of the last twelve years that will enrich the English language to any extent."

H. G. Wells says:
"One of my claims to distinction is that I wrote the first long appreciation of Conrad's works."

Sir Hugh Clifford says:
"His books, I say it without fear of contradiction, have no counterpart in the entire range of English literature."

Gouverneur Morris says:
"Those who haven't read him are not well-read. As for those who are engaged in reading him for the first time, how I envy them!"

James Huneker says:
"The only man in England today who belongs to the immortal company of Meredith, Hardy, and Henry James."

Rex Beach says:
"I consider him the greatest living author in the English language."

Joseph Hergesheimer says:
"In all his novels there is a harmony of tone absolutely orchestral in effect."

—and enough additional words of praise similar to these could be added to fill this issue of THE REMNANT DIGEST.

Doubleday, Page & Co.,
Dept. C-2511, Garden City, New York.

Yes, I would like to borrow, charges prepaid, the ten volumes of Joseph Conrad. I will either return the set within a week or send you $1.00 as a first payment and $2.00 a month for 9 months.

Name . . .
Address
City State.
Reference

FIG. 38.—The headline interests, the illustrations present the proper atmosphere, and the box of testimonials lend confidence.

1. Questions about the reader's needs, pleasures, comforts, habits, etc. "Do You Want to Earn More Money?"

2. Interesting statements about the quality of the article or of the service advertised "Valuable Information about Workingmen's Homes."

3. Direct-command headings. "Get This Free Book on Poultry."

4. Headings that feature money-saving prices. "Only $1 Down."

5. Words or sentences that may not reveal immediately what the article or service is, but which connect logically. "The Error That Saved the Day."

Securing Interest.—The moment attention has been obtained, it must be translated into interest. This is ordinarily done by developing the idea in the headline so that it applies to the reader. In other words, a statement of general interest must be turned into one of personal interest. There are several approved methods of doing this:

1. *News.*—If it is possible to describe something new or to describe something old in a new way, interest may be aroused.

2. *Appeal to Established Habits or Motives.*—It is often easier to rouse interest along familiar lines than along new lines of thought.

3. *Timeliness.*—At Christmas, the general trend of thought is directed in one way, and it is possible to take advantage of this. Similarly, at the approach of winter, the motorist, for instance, is likely to be interested in contrivances for starting his car in cold weather, or for keeping warm while driving.

4. *Fundamental Tendencies.*—There are human attributes, such as fear, pride, love, etc., which can be appealed to in the subject matter.

Creation of Desire.—Desire is created by proving to the reader one or more of three things:

1. *That the Purchase is a Bargain.*—If a prospect can be convinced that he will save money by making a purchase, desire will be created. It may be that this desire will not be strong enough to decide the sale unless certain other elements enter the equation. If the merchandise is standard and of universal use, the price factor may be sufficient to influence the sale.

2. *That the Purchase Is Needed and Will Prove Useful.*—Many individuals are not aware that they need an article until the existence of that article and its uses are shown to them. Need is a purely relative term. It is often possible to succeed in proving to an individual that he needs a new automobile, a radio outfit, or a box at the opera by force of argument.

3. *That the Purchase Will Add to the Enjoyment of the Individual, of His Family, or of Others.*—In some cases it is possible to combine these motives of desire, making the selling argument stronger.

Satisfying Caution.—Anticipating and answering the questions which may arise in the reader's mind are essential in mail-order selling. As soon, therefore, as desire has been created, the copy aims to give a plausible reply to objections. If the answer is not convincing, the order will not be received. Where the reputation of the seller is exceptionally high, it may not be necessary to reply to some possible objections. In the case of a leading department or a specialty store, for example, customers are justified in taking it for granted that everything offered for sale is high-class and in style. One of the best methods of making sure that copy is convincing and has answered objections is to list the questions a keen prospective buyer might ask, and then to demand that the copy answer them satisfactorily.

In offering a dress for sale, the following questions would probably occur immediately to the purchaser:

1. Is it in style?
2. Will it stay in style long enough for me to get sufficient value from it?
3. Is it worth the price?
4. Should I spend so much for a dress?
5. Will it be becoming to me?
6. Should I not wait before buying a new dress?
7. Can I not get a better bargain elsewhere?
8. Do I not need something else more than a new dress?

Securing Action.—As already explained, no sale by mail is complete until the order has been sent. The prospect may have made up his mind to purchase, but unless he acts immediately, he is likely either to purchase elsewhere or to forget the matter entirely. Action is ordinarily secured by means of time limits,

restrictions on quantities to be sold, special low prices for immediate action, and premiums.

The Copy Appeal.—After the selection of the appeal which analysis shows is best suited to the product and the market, it is necessary that the copy carry out the idea of the appeal. Of the many possible appeals, there are seven which are in constant use.

1. Fear. "He left off his Weed tire chains—Then came the smash."
2. Self-gain. "This ash sifter pays for itself in 30 days."
3. Economy. "This regular $6 hat now $3."
4. Comfort. "A new Morris chair makes your evening a pleasure."
5. Luxury. "Furs—Rich, luxuriant, stylish: The mode today."
6. Pride. "When the neighbors see your new grand piano moved in."
7. Love of family. "That shingle roof is a dangerous fire hazard."

Often two or even three appeals are used in a single piece of copy, but as a rule it is thought best to use a limited number of appeals at a time. When a series of mailings is planned, a different appeal may be used in each one.

The final selection of an appeal is always a matter for serious study and thought. Whole campaigns may fail because of using the wrong appeal. Changing to another appeal may bring an almost immediate betterment in results. A piano manufacturer, for example, based his advertising for years on the appeal that he could sell a better piano for less money because he shipped direct from the factory to the buyer. This was the economy appeal. His success was mediocre. When he changed to the pride appeal, and casually mentioned his method of selling direct, sales jumped, indicating that the majority of purchasers bought pianos because they considered it fashionable to have one in the house. Similarly, a sweater maker, by changing his copy appeal from the obvious one of comfort to the less obvious one of luxury, tripled his business.

Although the appeal may be made entirely by the use of words, its potency is many times increased if the entire mailing piece,

including illustrations, borders, typography, and layout, is designed with the dominant appeal in mind.

There are a great number of special appeals, suitable for use under certain conditions. In selling a food product, the appeal to cleanliness might be all-important; it may be absolutely worthless in selling another product. The saving of time would be a correct appeal in selling a machine, but of no value whatsoever in selling books. Healthfulness, service, or appeal to sense of touch, taste, smell, and appearance may all be used upon occasion.

CHAPTER X

ILLUSTRATING MAIL-ORDER LITERATURE

Any discussion of costs and methods of mail-order illustration should emphasize the fact that mail-order sales are produced only through the impression made by the "picture" and by the copy. The questions, then, of proper illustration and faithful reproduction are not problems of individual preference or of personal like and dislike. Proper illustration is a subject so closely allied to the making of the sale that it must always be considered with reference to this purpose.

An advertiser who is preparing a series for magazines using good paper can usually suit his own tastes as to technique and handling. He may even resort to the bizarre and unusual in order to surround his product with an atmosphere of quality or exclusiveness. In selling by mail, however, the advertiser is primarily concerned with reproducing merchandise pictorially as faithfully and accurately as possible within the limits of space and paper quality decided upon.

Functions of Illustration in Mail-order Selling.—Illustrations have two fundamental functions in mail-order selling:

1. *The Illustration Must Picture the Merchandise Exactly.*—If the article sold does not correspond with the illustration, to the minutest detail, the percentage of returned goods is certain to be high.

2. *The Illustration Must Encourage Satisfaction.*—It must take the place of the personal contact obtainable in a retail store. When a woman is buying a winter coat for her daughter in a department store she first looks over the entire stock. She tries one on the child for size, looks carefully to see whether it is becoming, feels of the material to see whether it will be warm enough, examines the material for quality and tightness of weave, and takes it to the daylight to inspect the color more closely. In addition, she makes close inquiries of the sales person concern-

ing the quality, durability, etc. of the coat. When it is desired to sell the same woman a coat through a mail-order catalog, it is necessary to answer all her questions as to weight, warmth, color, style, size, weave, and price with an illustration in black and white, and a few words of copy.

Although the mail-order illustration appeals only to the sense of sight, it must sell perfumes, phonographs, silks, and candies, which, under ordinary conditions of retail selling, would be offered through the senses of smell, hearing, feeling, and taste, respectively.

The Cost of Illustrating.—Before drawings are made, or an engraving ordered, it is desirable to settle two questions of the utmost importance:

1. The cost of drawings and engravings relative to the total cost of the catalog.

2. The rearrangement of the same merchandise in a future catalog, or other literature.

The cost of the drawings and illustrations in a small edition of a catalog may increase the percentage cost of making sales to a prohibitive figure. When the edition runs into the millions, as is the case with the great Chicago mail-order houses, it hardly matters how much is invested in illustrations and plates, since the total cost can be affected only to a fraction of 1 per cent, whereas the increase in sales resulting from the use of better illustrations more than repays the additional expense.

Figure 39 shows the effect of high-priced and low-priced drawings and engravings on a small edition of mail-order literature. No allowance has been made for the increase in catalog sales per page, due to the use of better illustrations and plates, for the reason that a proportionate increase could be expected from both large and small editions, which would not affect comparisons. In the case illustrated, the difference between the high-priced and the low-priced drawings makes the sales cost prohibitive for the high-priced ones. While in the case of the low-priced drawings the percentage of sales cost is only 8 per cent, in the case of the high-priced drawings it is 17½ per cent. In the former case, the total selling cost per page for the low-priced drawings is $344.03; for the high-priced drawings, $759.45.

When the edition is large, there is a difference of only 9/10 per cent between the cost of the high-priced drawings and the low-

SMALL EDITION

High-priced Drawings

SMALL EDITION—(When the edition is small the difference between the high-priced and low-priced drawings and plates makes the sales cost prohibitive.)

Total catalog sales, per page		$4,300.37
High-priced drawings and engravings, per page	$619.61	
Composition, per page	19.43	
Stock, ink, and presswork, per page	66.09	
Binding, per page	15.16	
Postage, per page	30.00	
Mailing, addressing, inclosures, etc., per page	9.16	
Total selling cost, per page		759.45
Percentage sales cost		17½%

Low-priced Drawings

Total catalog sales, per page		$4,300.37
Low-priced drawings and engravings, per page	$204.19	
Composition, per page	19.43	
Stock, ink, and presswork, per page	66.09	
Binding, per page	15.16	
Postage, per page	30.00	
Mailing, addressing, inclosures, etc., per page	9.16	
Total selling cost, per page		$344.03
Percentage sales cost		8%

FIG. 39.

priced ones (see Fig. 40). The results of using the high-priced illustrations will far outbalance the slight added cost.

The rearrangement of the same merchandise in a future catalog or literature is a likelihood. If one large drawing and a single plate are made for a group of merchandise on a full page, the impossibility of regrouping is obvious.

Methods of Regrouping.—The simplest method of catalog illustration, and the method adopted by the great mail-order houses in their infancy, uses the individual cut of each item of merchandise. The copy appears in type at the side, above, or below, and the whole is arranged in columns like a newspaper. Each illustration is then available for future use, either alone or with others. The method is illustrated in Fig. 41.

A lack of character in this arrangement has led to its discarding as progress in technique has been made. The first step is to

LARGE EDITION		
High-priced Drawings		
LARGE EDITION—(When the edition is large, the difference between the high-priced and low-priced drawings and plates hardly affects the percentage of sales cost.)		
Total catalog sales, per page		$43,508.62
High-priced drawings and engravings, per page	$ 619.61	
Composition, per page	49.43	
Stock, ink, and presswork, per page	1,414.15	
Binding, per page	41.81	
Postage, per page	1,116.44	
Mailing, addressing, inclosures, etc., per page	239.25	
Total selling cost, per page		$3,480.69
Percentage sales cost		8%
Low-priced Drawings		
Total catalog sales, per page		$43,508.62
Low-priced drawings and engravings, per page	$ 204.19	
Composition, per page	49.43	
Stock, ink, and presswork, per page	1,414.15	
Binding, per page	41.81	
Postage, per page	1,116.44	
Mailing, addressing, inclosures, etc., per page	239.25	
Total selling cost, per page		$3,072.89
Percentage sales cost		7 1/10 %

FIG. 40.

reject the column and arrange the single engravings in a way more pleasing to the eye, and, therefore, more conducive to making sales. Figure 42 shows how a careful layout renders a page of characterless single engravings much more attractive to the eye.

If it is quite certain that there will be no need in the future for individual engravings of the merchandise, or that the extra cost can be afforded, it will be better technique and more profitable from the point of view of sales to arrange the merchandise in groups. Each group is allotted its proper portion of the space, and the leaders in the group are featured.

Figure 43 illustrates two pages with the merchandise in pleasing groups, and the leaders standing out clearly. Practically the same merchandise is used on these two pages as on the single page shown in Fig. 41. The appearance, taken as individual

FIG. 41.—The simplest method of catalog illustration—also the least expensive; single cuts arranged in columns.

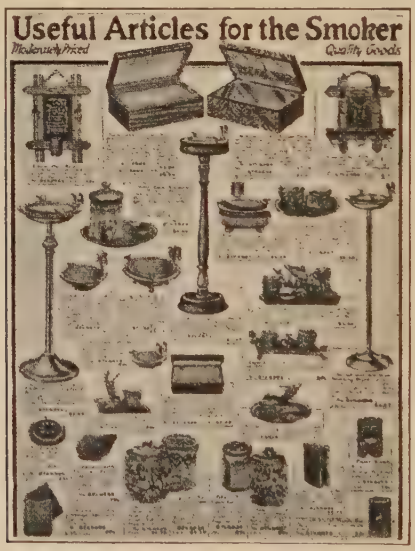


FIG. 42.—A better arrangement than Fig. 41—the columns are rejected and the merchandise attractively grouped in a harmonious layout.

pages, is more pleasing than the columnar effect. The general impression of an entire catalog in which the merchandise on each page is arranged in groups is effective.

Even where the group arrangement is followed, provision may be made for future regrouping. With few exceptions the individual illustrations may be routed off the original plate by an engraver and used separately. Another method is to cut the drawing apart and make new single engravings.

FIG. 43.—Pages from a Sears, Roebuck & Company catalog, arranged by the author, showing full-page engravings in wood, with background tooled in.

Types of Illustration.—The four methods of illustration available for reproduction are:

1. Pen-and-ink drawings.
2. Crayon and charcoal drawings.
3. Wash and paintings.
4. Photographs.

1. *Pen-and-Ink Drawings.*—The artist draws the picture, the lettering, the border, the trade-mark etc. upon white paper or Bristol board, using pens and black india ink. He introduces whatever grey tones are required with fine lines, or dots, placed close together. Drawings of this character can be reproduced only by the line-engraving process described later.

2. *Crayon and Charcoal Drawings.*—The artist draws the picture with pencil, chalk, pastel, or crayon upon paper or cardboard. From this drawing either line engravings or half tones may be made.

3. *Wash Drawings and Paintings.*—The artist paints upon canvas, paper, or cardboard. If oils are used, the finished work is called an oil painting; if water paints, a wash drawing. Paintings are reproduced by the half-tone process. Lithography may also be used.

4. *Photographs.*—The camera transfers the image of an object to a negative, which is developed by methods familiar to all. A print is made which, if necessary, is retouched by an artist. Half-tone plates are then made for reproduction. Line engravings cannot be made from photographs.

Factors in Choice of Type of Illustration.—Aside from the question of cost, there are four other factors which will have an influence upon the type of illustration to be used in the mail-order catalog or other literature.

1. The product.
2. The market appeal.
3. The medium used.
4. The paper stock.

If the product itself is crude, the treatment should also be crude, conveying the idea of strength. If, on the contrary, the product is for feminine use, it may be desirable to make the illustration dainty in appearance. A photograph or a wash drawing will be used for machinery, while pen-and-ink may be used for more dainty articles.

The market appeal will, of course, help to determine what atmosphere should surround the illustration. Price appeals, as a rule, demand cheap but accurate illustrating. The more exclusive appeals usually demand more elaborate pictorial treatment.

The medium used, whether catalog, booklet, flyer, etc., is the third point to consider. A drawing for a magazine or for a newspaper will differ from that for a catalog. The degree of attention-compelling quality in the illustration will depend somewhat on the medium.

The paper stock, if of high quality, will take almost any type of illustration. When newsprint is used, however, pen and ink

drawings ordinarily reproduce more clearly. Broad effects are better than those obtained when lines are drawn too closely together. Wash drawings are sometimes used and prove effective when whites and blacks are in contrast. When reproduced, white becomes light grey and blacks are not so sharp in color.

Engravings.—Illustrations cannot be printed unless some sort of a plate is made which can be inked, and from which an impression can be taken on the press. It is necessary, therefore, to make engravings of some sort from the illustrations. Three common methods are used for reproduction from the printing press:

1. The wood engraving.
2. The line engraving, or zinc etching.
3. The half tone.

The Wood Engraving.—The wood engraving, or wood cut, has become popular again. Until recently, its use was confined to cheap machinery catalogs, but now it is highly esteemed for all types of catalog illustrations. The early limitations of the process have been largely removed; today, there is hardly any merchandise which cannot be well illustrated with wood engravings. Indeed, it is almost impossible to print a good wood engraving in a poor fashion, regardless of the quality of paper used.

Wood engraving today is a combination of photography, retouching, and the skill of the artisan. Originally, the result depended on the dexterity and the training of the man in whose hand the block was placed, and upon the artistic abilities of the individual who drew the design on the block.

The two pages illustrated in Fig. 43 are average examples of what may be done with modern wood engravings. The merchandise was first photographed, the individual photographic prints mounted on a background, enlarged to scale, then carefully retouched, and the whole photographed on a sensitized block of wood of the size of the finished page. The engraving was then cut by a master engraver.

The work done before the wood block is handed to the cutter is exactly the same as is done before the sheet of copper is handed to the etcher in the case of producing a half-tone engraving. In one case, the engraving or "etching" is done by hand on wood; in the other, the etching is done by acid on copper.

Wood engravings are considerably more expensive than other processes, but are widely used because they reproduce so well on cheaper paper. In many cases the paper bill for the entire catalog more than offsets the difference in cost where the edition is large. A page wood engraving, such as is shown in Fig. 43, will cost not less than $300 and from that amount up to $1,200 or even $2,000, depending on the subject.

The Line Engraving.—The line engraving is commonly called a zinc etching, because it is etched on a thin plate of zinc. It is often termed a "zinc," or a "cut." The illustration is photographed on a thin piece of zinc, which is then bathed in acid. This acid eats away the parts of the plate which are to appear white in the completed engraving. The parts of the plate which are undisturbed by the acid receive the ink on the printing press and make the impression. There are many variations of the line engraving now in practical daily use, such as combinations with Ben Day patterns, tint blocks, half-tone processes, etc.

The Half Tone.—A half tone is so called because it permits the reproduction of any shade from pure white to black. By this process reproductions are made of paintings, wash drawings, photographs, or even of the merchandise itself.

The original drawing, or subject, is placed before the camera and the image of it photographed through a screen upon a piece of thin copper. The screen produces rows of very small dots meeting at right angles. The plate of copper is then etched in an acid bath, which eats away all parts of the plate except the dots. These dots compose the printing surface, and when inked on a printing press, make the impression. The dots may be seen clearly by examining a magazine illustration with a magnifying glass.

Half-tone dots run in lines varying from 55 to 200 lines to the inch. The closer together the lines of dots are placed, the finer will be the half tone and the smoother must be the paper upon which the half tone is printed. When half tones are used on newsprint, the screen should be no finer than 85 lines to the inch. For fine catalog, or book, work on enameled stock, a screen as fine as 200 lines to the inch is often used.

On small editions of catalogs it is more economical to spend the money for good paper and use medium-screen half-tone plates.

Here the saving made by buying half-tone plates more than offsets the extra cost of a good grade of paper.

Figure 44 shows a typical mail-order catalog page of single half tones surrounded by a half-tone border, printed on coated stock. For shoes and similar merchandise, the half-tone process is the correct one to select, regardless of the paper stock, for it is now possible to print well-etched half tones on newsprint, if there is not too much detail, and if the screen used is coarse

FIG. 44.—A catalog page all in half tone—the proper engraving effect for high class merchandise.

enough. An examination of any of the larger mail-order catalogs will show that 100-line half tones are being successfully printed on newsprint as light-weight as a 19-lb. paper.

The half-tone process is excellent where there is a lack of fine detail, but the illustration of laces and similar goods by means of this process presents problems involving faithful reproduction and cost. Often a large part of the cost of half-tone engravings is due to the expensive retouching and the hand tooling on the finished plate which are necessary to bring out the detail.

It is only in rare cases that photographs of machinery can be made so perfectly that half tones can be produced from them without retouching. Distorted perspective is responsible for many failures. The careful removal of oil stains and the absence of varnish on machinery will reduce the cost of retouching.

There are many varieties of half tones in everyday use. Some of the best known of these are the following:

1. The full vignette is a half tone where one or more edges of the object illustrated are shaded from very dark tones to white. It is effective mainly when printing conditions are at their best with good paper stock and high-grade ink.

2. The outline vignette is, as its name implies, partly vignetted and partly outlined. It requires less care in handling than the full vignette.

3. The square-finish half tone has parallel rectangular outside edges, with or without a border.

4. The outline half tone has the background entirely cut away. It is best for use where printing conditions are not over good.

The "Highlight" or "Drop-out" Process.—The expensive hand tooling can be eliminated by what was once known as the "secret process" and is now called the "highlight" or "drop-out" process. The finished plate needs no hand tooling. The whites and blacks are pure whites and pure blacks, as they would be in a line engraving having no screen. Figure 45 shows a catalog page produced by this method. An engraver can accomplish these results, perhaps with slight variations.

Parts of both the half-tone and line-engraving processes are used to produce a "drop-out" plate. The merchandise is first photographed in the regular way, mounted in groups, and a small amount of general retouching done. No retouching of fine details is attempted.

The next step is to make an enlargement of the drawing through a half-tone screen, but printing it on paper instead of on a copper plate. The screen used is coarse, as many times coarser than the screen desired in the final plate as the enlargement is larger than the finished size. In Fig. 45 an enlargement 22⅞ by 30¾ in. was made through a 33-line screen, making a finished plate of 7⅝ by 10¼ in.

The enlarged print has the appearance of a proof from a large, coarse half tone. The retoucher now whitens out those parts that should be white and works in the detail in blacks. When retouched, an ordinary line engraving is made from the enlarged print, either on zinc or on copper. This brings it down to size, and draws the screen dots closer together, making a 100-line plate from the 33-line enlargement.

FIG. 45.—The "highlight" half tone, or "drop-out process" gives pure whites and snappy detail and prints well on rough stock.

Plates made from this process electrotype well, and print on poor stock with a contrast and clear detail which cannot well be improved.

Using Old Engravings.—By working closely with an engraver who knows his business thoroughly, it is often possible to utilize old half tones, line, and wood engravings, in combination, to form a new and generally satisfactory plate.

Figure 46 shows a plate of this type. A silhouette wood cut which chanced to be on hand was used, as was also an old pen-and-ink drawing of the border. The engraver made an extra-fine proof of the wood engraving, which had not been on the press, but which had been used only for producing electrotypes, and mounted it on a drawing board. An artist washed in the background in soft grey tones.

Fig. 46.—Utilizing several old drawings and engravings to make a new page. See text for details.

A combination half tone and line engraving produced the desired result. The background remained soft and grey, by using the proper screen; the wood cut reproduced almost as well as the original engraving would have done. The border and lettering came out properly from the line negative. When a plate has once been on the press, it cannot be used for electrotyping, or for any other form of reproduction, if good results are to be obtained.

Methods of Reproduction.—Engravings are expensive, and it is often desired to have less expensive duplicates made from which to print, while preserving the originals in their finished form. Two processes are used for duplication, the electrotype and the stereotype.

1. *The Electrotype.*—The electrotype starts with a wax mold made of the original engraving or of a type form of any kind. The mold is completely covered with a fine powder capable of conducting electricity. It is then placed in a liquid bath containing chemical copper, and the current is turned on. A thin deposit of copper is deposited on the wax mold, stripped off, and filled from the back with type metal. Afterward, it is mounted on a block of wood, if desired to make it the height of the type.

2. *The Stereotype.*—The stereotype is quite similar to the electrotype, except that a paper mold is made of the engraving or of the form, into which hot type metal is poured. If desired, it can also be mounted on a block of wood, to make it the height of the type. The paper mold is called a matrix or, more commonly, a mat. The paper mold is usually sent to newspapers by large advertisers, because it is not easily damaged, is lighter, and the stereotype may be made locally by the newspaper from the mat.

Use of Electrotypes.—It should never be necessary, as has already been stated, to use the original plates on the press. Even if the edition is small, experience has proved the wisdom of printing from electrotypes and of keeping the original plates filed. Accidents on the imposing stone and on the press occur every day, and if the original is in the file, an electrotype may be made overnight.

A better method than that of buying individual electrotypes of single plates is to turn the original plates over to the printer to be used in the type form and for making proofs. When the page is finally ready, an electrotype can be made of the entire page—type, plates, and all. The electrotype, mounted or unmounted as the printer desires, can go on the press, while the type form can either be kept standing for future electrotypes, if the run is long, or be broken down and the original plates put in the files, if the run is short.

The advisability of printing from full-page electrotypes can readily be seen from an example. A pair of women's gloves is

priced at 91 cts., the proof is marked O. K. at 91 cts., and the first copies off the press appear with the price as 91 cts. Then, owing to a revision on the press, most of the edition goes out with the price given as 19 cts. The losses accruing from the selling of hundreds of pairs of 91-ct. gloves at 19 cts., or refusing 19-ct. gloves to hundreds of customers, as the policy may dictate, will pay for many electrotypes.

In ordering engravings, there are six points, according to *The Mailbag*, which should be made plain to the engraver.

1. Exact size, or the dimensions of the space the cut is to occupy.

2. Is it to be a line etching or a half tone?

3. If half tone, what screen—square, vignette, or outline?

4. If either line etching or half tone, whether copper or zinc etching is desired.

5. If for publication of general character, whether a newspaper, trade paper, or national magazine, with name of publication if possible.

6. If for catalog, booklet, etc., an estimate of the number of impressions desired.

CHAPTER XI

COLOR

It is often necessary and advisable to supplement black and white illustrations with those in natural colors.

1. Color is the best known method of attracting attention to printed literature. When thumbing through the leaves of a catalog or a booklet, it is natural to turn first of all to the color pages. A booklet, attractively illustrated in colors, will receive attention before another booklet done in black and white. Because attracting attention is prior to securing interest, illustrations in color is an aid.

2. An article of merchandise illustrated in color has been found to sell better than one illustrated in black and white. Under ordinary conditions, it must sell several times as well in order to justify its added expense. It is reported that one catalog house tested this point by printing two catalogs, one with a certain page in color and the other with the same page in black and white. The result was that the page in color outsold the same page in black and white by 15 to 1.

The use of color tends to make the message more graphic, and consequently gives it a stronger selling appeal. The use of color is, however, wholly a business consideration. If it is found that its use will promote sales sufficiently to cover the added expense, it is economical to use color.

3. Color in mail-order selling helps to make the merchandise in the illustration appear natural. Black and white reproductions and verbal descriptions are not always adequate to portray the article accurately. Clothing, millinery, shoes, rugs, linoleums, candy, and other products can be visualized better by the use of color. They are sold largely through the appeal to the eye. An automobile tire, on the other hand, would derive no particular advantage from being reproduced in its original colors, because the color would add no particular emphasis, nor would it give a clearer idea of the product.

Modifying Factors.—The use of color in illustrating, desirable as it may be, is always modified in actual use.

1. *Cost.*—It costs much more to produce color plates than it does to make half tones or line cuts. It is necessary, therefore, that the colored page in the catalog sell many times more merchandise than the uncolored one. Otherwise it will prove unprofitable. Similarly, in illustrating a booklet, color should be used only where the cost is not prohibitive.

2. *Too Much Color.*—Too much color will destroy the very purpose for which color was first used. That is, all color is as bad as no color. Too much emphasis is no emphasis. In a catalog of flower seeds, where the use of color is highly desirable in order to show the color and the shading of the flower, color is ordinarily used only for novelties and for varieties which are unfamiliar to the eye. Familiar varieties are described in the text or illustrated in black and white.

3. *Elaborateness.*—Whenever the builder of a catalog forsakes the fundamental idea of selling the article and indulges in art for art's sake, the catalog as a commercial proposition is affected unfavorably. The color page is, in the last analysis, only a better method of selling merchandise. Hence, the color should be entirely directed towards emphasizing the appearance of the merchandise and displaying it to the best advantage.

Variations in Color Preferences.—The moment it becomes a question of illustrating in color, decision must be made as to which colors should be used. Obviously, it is the wiser plan to make expensive color plates only of those articles the sales of which will increase as a result of the color appeal. The colors should, of course, meet with public approval.

The results of extensive tests on the color preferences of women, given by Ralph K. Wadsworth (*Printers' Ink*, September 22, 1921), are exceedingly valuable. Color variations, according to him, may be classified under seven headings:

1. Line, such as coats, suits, dresses, etc.
2. Material, such as crêpe de chine or taffeta.
3. Whether for women or for misses.
4. Use, as for street or for formal wear.
5. As revealed by color pages, rather than by pages in black and white.

6. Sections of the country.

7. From year to year, very gradually.

By analyzing these various points, it should be possible to make a correct choice of colors.

1. Line. If blue is the most popular color for coats, this does not mean that blue will be the favorite color for dresses or for blouses.

2. The most popular color for crêpe de chine, for example, will not be the same as that for satin, wool, cotton, etc. When several different models of the same material are examined, it is found that the color preferences for each model are identical as long as the material is the same. The sales of two different models in three different colors run approximately the same.

	First Style, Per Cent	Second Style, Per Cent
Brown	55	56
Navy blue	35	37
Burgundy	10	7
	100	100

The changing preferences for various colors and various materials are shown in the following table:

	Georgette Dress, Per Cent	Satin Dress, Per Cent
Navy blue	41	35
Black	20	50
Taupe grey	39	15
	100	100

The order of color preference for an all-wool velour coat in 1920 was found to run as follows:

	Per Cent of the Total Sales
Brown	29
Black	22
Oxford grey	20
Navy blue	14
Burgundy	6
Green	5
Taupe grey	4
	100

3. The age of the wearer has a decided effect on the choice of colors. Young women, for example, ordinarily choose lighter colors than do older women. Further, they are also more interested in the new colors and shades. The following figures show that, while navy blue was the most popular color for a georgette dress with both women and misses, there was a much larger percentage of sales of dresses in Copenhagen blue and flesh color to misses than to women.

	Women's Georgette, Per Cent	Misses' Georgette, Per Cent
Navy blue	49	38
Brown	22	15
Copenhagen blue	17	28
Flesh	12	19
	100	100

4. The use for which the garment is intended is an important factor in the choice of color. Garments for dress wear are more popular in lighter shades. This is illustrated by statistics on three different types of blouses: one for street wear, the second for informal dress and the third for elaborate wear. Navy blue is preponderantly the favorite for street wear, loses popularity for the second type of use, and is far outbalanced for the third type.

	Regular Georgette, Per Cent	Overblouse Georgette, Per Cent	Fancy Overblouse Georgette, Per Cent
Flesh	28	34	40
Bisque	22	26	40
Navy blue	50	40	20
	100	100	100

Price apparently has no effect on color preferences.

5. The general rule is that the garments displayed on color pages should be shown in the most popular colors. There are exceptions to the rule, however. Three cotton plush dresses were shown on black and white pages and two on color pages, one in brown and one in wine. On the black-and-white page the brown dress outsold the wine color. On the color page, the wine-color dress outsold the brown for reason that red automatically attracts more attention than brown. The figures follow:

	Black and White Cotton Plush, Per Cent	Shown in Brown Cotton Plush, Per Cent	Shown in Wine Cotton Plush, Per Cent
Brown	36	59	19
Wine color	32	21	67
Navy blue	32	20	14
	100	100	100

The section of the country may make a difference in color tastes. Mail-order houses have found, for example, that people in the Mississippi Valley and westwards are more conservative than easterners or middle-westerners. Further, there is a greater preference for new shades in cities than in country districts.

7. Color preferences change from year to year, but very gradually. As a matter of fact, preferences are almost identical year after year. Brown may be a slight favorite one season and blue the next. New colors are confined mainly to novelties and luxuries; the staple colors remain unchanged.

Color Tests.—The examples of color preferences given in the preceding section have been confined to women and to wearing apparel. They are the result of a careful testing of the reaction of a part of the market to a particular type of product. They are valuable from the standpoint that the line of least resistance is the logical line to follow in selling by mail, as it is in other methods of selling. It is recognized that a mistake in a catalog must remain unchanged until the issue of a new catalog.

But there is, in mail order selling, another pertinent use of color, namely, to attract attention. While not so important in the catalog, it takes on importance in the preparation of leaflets, booklets, and other types of literature where color is used to attract attention. Hence, it is essential to know which colors are most useful in attracting attention and securing interest.

It is thought to have been proved by test that there is a decided preference for the warm colors, red, orange, etc., among the lower classes of intelligence. As the mentality increases, there seems to be a preference for blue, green, and other cool colors. Women as a rule wear clothes of the warmer colors. The Hollingworth test on Columbia and Barnard students disclosed the following order of preference:

Men	Women
Blue	Red
Red	Violet
Violet	Green
Green	Blue
Orange	Orange
White	White
Yellow	Yellow

The Wissler tabulation of color preferences and prejudices of men and women may also prove helpful in this connection:

Tests on Men

	Preference	Prejudice
Red	22	7
Orange	2	25
Yellow	2	32
Green	2	15
Brown	42	12
Violet	19	8
White	3	1

Tests on Women

	Preference	Prejudice
Red	42	8
Orange	8	31
Yellow	5	8
Green	9	21
Brown	9	23
Violet	19	9
White	8	0

Suiting the Color to the Product.—It is necessary to consider the effect of the color in the prospect and to choose a color which is in harmony with the object illustrated. Colors have certain associations.

Red will secure attention quicker than any other color. It suggests heat and intensity and is excellent for a winter color.

Orange is a cheerful color and is suited to summer use.

Green and blue are cool colors.

Blue has many associations. It would, for example, be good policy to illustrate an ice-making machine in blue and white, to give the effect of coolness.

Black and white cannot be excelled for purposes of contrast. Grey gives a softer effect. Brown has been found to be particu-

larly attractive for illustrating clothing. Gravure pages in mail-order catalogs are common.

Color Blending.—The correct use of color implies a knowledge of color harmony in the illustration itself and of the paper stock and the ink used. If colors are not in agreeable contrast, the attention of the prospect will be repelled instead of attracted.

There are three primary colors—red, blue, and yellow—from which all other colors are formed. Secondary colors, or those formed by a mixture of two primary colors, are green, orange, and violet. Tertiary colors are formed from combinations of the secondary colors.

The following diagram explains this graphically:

Primary Colors	Secondary Colors		Tertiary Colors
Yellow Blue	Green	Green Orange	Citrine
Red Yellow	Orange	Orange Violet	Russet
Red Blue	Violet	Violet Green	Olive

Fig. 47.

Figure 47 shows which colors can be used in harmony.

Testing Color Reactions.—The question of the influence of colored paper stock in bringing returns has been much considered

Table I

Results of Color Test

Letter No.	Quantity	Color	Cuts	Color Ret. Envelopes	Pull P.C.
1	1000	White	No	White	9
2	1000	White	No	Blue	12
3	1000	White	Yes	White	18
4	1000	White	Yes	Blue	22
5	1000	Corn	No	White	14
6	1000	Corn	Yes	Blue	26
7	1000	Green	No	White	16
8	1000	Green	Yes	Blue	28
9	1000	Gold	No	White	21
10	1000	Gold	Yes	Blue	34
11	1000	Pink	No	White	26
12	1000	Pink	Yes	Blue	48

Table II

Duration of Pull

No.	1st Week	2d Week	3d Week	4th Week	5th Week	Total	Total P.C.
1	18	32	21	11	8	90	9
2	20	37	36	15	12	120	12
3	66	61	34	9	8	178	18
4	54	78	58	21	6	217	22
5	34	53	39	11	2	139	14
6	61	141	43	12	3	260	26
7	86	67	..	6	..	159	16
8	90	164	22	5	2	283	28
9	72	131	5	3	..	211	21
10	65	258	13	2	1	339	34
11	58	193	7	..	2	260	26
12	63	407	8	1	1	480	48

Fig. 48.—Results of tests described by James H. Rothschild in *Forbes Magazine* proving that a letter on pink paper with two small cuts pulled 48 per cent returns while the conventional white letterhead with no cuts pulled but 9 per cent.

of late years, and some tests have been made with worthwhile results. A test was made of 12,000 letters, divided into 12 test classes of 1,000 letters each. As described by James H. Roths-

child in *Forbes Magazine*, the same copy was used in each case, but each letter was varied in color or illustration. All letters were multigraphed and filled in on the typewriter.

It was found that a letter on plain white stock, with conventional letterhead, pulled 9 per cent; on pink stock, with two small line cuts, 48 per cent. Figure 48 shows the detailed results of the tests. It is interesting to note that while the returns to letter No. 1 took five weeks and totaled 9 per cent, letter No. 12 brought within two weeks 46 per cent of the 48 per cent.

Printing versus Lithography.—Nearly all printed matter is produced on a printing press, either a flatbed press, as used in certain magazine work, or a rotary press, as used in newspaper work. Posters, window displays, car cards, and some mail-order stuffers, broadsides, etc. are lithographed.

The printing is done from half tones, line engravings, electrotypes, or stereotypes, as previously described. Lithographing is done from a form made of stone. The impression is lettered upon a thick, flat piece of stone with a greasy ink. The stone is then wet and impressions are made by rolling the stone with ink. The ink adheres to the greasy parts and does not remain on the parts covered with water. The engravings used on a printing press are unnecessary in lithography.

Color Engravings.—By far the largest part of colored illustrations used in mail-order literature is made by some of the color engraving processes. The principal processes are the following:

1. *Multicolor Plates.*—Where color is used mainly for emphasis and not for the artistic effect, it is possible to make a key plate and color plates to match. These can be either line cut or half tone, and can be printed in two or more colors.

2. *Two-color Half Tones.*—Two half-tone plates are used, both of which contain some or all of the illustration to be printed in contrasting colors.

3. *Three- and Four-color Process Plates.*—By a photochemical separation of the primary colors, and the use of etched half-tone plates to produce each primary color, all but very delicate or very brilliant colors may be obtained. The plates are produced from colored copy. By using a fourth plate to show black or gray tints, still better results may be obtained.

CHAPTER XII

TESTING MAIL-ORDER LITERATURE

Mail-order plans may be improved upon through the use of tests:

1. From results obtained in one city, countryside, or state, probable returns from a large mailing may be estimated.

2. From results of a small mailing, scattered over the entire sales territory, the probable returns from a large mailing may be judged.

3. From testing either one piece of merchandise or a small group of merchandise the returns from a full showing may be calculated.

Many times a test has been unwarrantedly regarded as a failure because the necessary reductions in cost, due to the quantity of mailing and the cumulative effect of repeated mailings, were not considered. This resembles charging to the first three sales made by a new salesman the cost of his office training, sample trunks, samples, and transcontinental railroad fare and expenses. The expenses would have to be distributed over the entire period during which the office training, samples, sample trunks, and fare were effective in making sales. Due allowance would be made for the first trip the salesman had made in the territory. In making tests mailings, the amount charged against the test should not be the actual cost, but what the cost would be if sufficient folders, broadsides, fliers, or catalogs were sent out at one time.

One who has purchased printing is well aware that the per thousand price of any piece of printed matter depends largely on the length of the press run. Further, he knows that the first thousand or two are out of all proportions, expensive because the price includes the engravings, plates, and composition, without a long enough press run to assimilate and distribute these costs. For example, 5,000 24-page catalogs may cost

$2,500, including the engravings, composition, and presswork; but 45,000 more will cost only $1,500 more, making the cost in 50,000 lots 8 cts. per catalog as compared with 50 cts. each in 5,000 lots. Therefore, if 50,000 catalogs are to be regarded as a full monthly mailing, then 8 cts. is the amount that should be charged to the test, even though the actual test cost on 5,000 copies had been 50 cts. each.

Points for Testing.—After it has been decided that a test is advisable, it is necessary to decide what points can be profitably determined by means of the test. Further, it is necessary to know the actual details connected with making the test.

As an actual example, suppose it is desired to send an expensive catalog of chicken feeds to the best prospects. A list of poultry fanciers has already been obtained, but by far the largest list is of farmers. It is not efficient business to send this expensive catalog to every farmer, for two reasons:

1. Not every farmer keeps chickens.
2. Some farmers who raise chickens do not buy prepared feeds.

Best results with the catalog will probably be obtained by selecting the farmers now buying prepared feeds. Later, by means of educational broadsides, those now mixing their own poultry feed may be converted into buyers of prepared feeds.

Select enough names to be representative of the whole.

From the farmers' list of 7,000 names it is known that shipments can be made into six states only, due to questions of freight charges. The names to be tested, therefore, should be divided into six parts, an equal number being taken from each of the six states to be tested.

The number of pieces to go in the mailing should then be decided. Is it better to include an addressed return envelope, or an addressed postal card? Should the envelope or the postal card be stamped? Will the same literature do for farmers and poultry fanciers? Poultry fanciers are not necessarily farmers; in fact, many of them are members of other businesses and professions. It might be more profitable to use different appeals.

Certain technical questions connected with the preparation of the literature should be tested, such as whether the address should be typewritten or hand written, the amount of postage on the envelope, etc. Do farmers like to receive mail on Satur-

day for consideration over Sunday, or will the farmers' wives influence the purchasing, so that the day of mailing will make little difference?

The copy for the letter should be tested. How long should it be? What will it say? Will it try to "sell" the catalog or announce its forthcoming?

Tabulation of Test Points.—Since there are so many different points to be tested, the best procedure is to use a card index form upon which the points may be entered. The tabulation in this particular case will be as follows:

Material	Decisions to Be Made	
1. Form letter	A	B
2. Form letter	Filled in	"Dear Sir:"
3. Return piece	Postal	Envelope
4. Return piece	Stamped	Unstamped
5. Receiving day (farm)	Mon. Tue. Wed.	Thur. Fri. Sat.
6. Receiving day (poultry)	Mon. Tue. Wed.	Thur. Fri. Sat.
7. Mailing envelope	Typewriter	Hand address
8. Mail envelope postcard	2 cts.	3 cts.
9. Enclosure	Yes	No

Print 9,000 cards similar to those shown in Fig. 49. A card is addressed to each of the 7,000 farmers on the selected list, and to

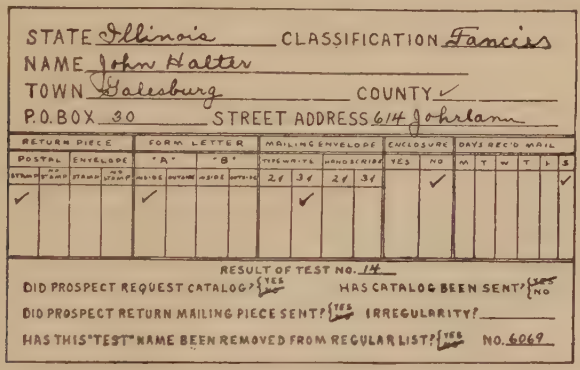


Fig. 49.—Cards upon which records of test mailings may be kept.

2,000 names from the poultry fanciers' list. In the meantime, two letters are written. One will be mailed to half the list, and the other to the other half.

Test material will be made up as follows:

4,500 (half the list) form letter A.
4,500 (half the list) form letter B.
4,500 4-page enclosure slips illustrating catalog.
2,250 unstamped return envelopes.
2,250 stamped return envelopes.
2,250 printed, unstamped return postal cards.
2,250 stamped government return postal cards.
9,000 mailing envelopes.

Half the 1,166 names of farmers from Illinois are taken and their cards checked in the "Return piece" column under "Postal, no stamp." The other half are checked under "Envelope, no stamp." The same procedure is carried out with the fanciers' list, taking 166 names for "Envelope, no stamp," and 166 for "Postal, no stamp."

It is a case of subdivision as each new "decision" column is reached, until finally the entire 9,000 cards are checked. This gives an assortment of mailings sufficient for all combinations. They are mailed on various days in various ways—stamped, unstamped enclosures, no enclosures, hand-scribed, typewritten addresses, etc. It is necessary in each case to make sure that enough names are used to permit the law of averages to operate.

Care must be taken that each of the 9,000 "test assemblies" is mailed exactly as the card specifies. If the card reads "Return postal; no stamp; illustrated circular; outside envelope hand-addressed with two-cent stamp," it must be sent out in exactly this method. Check letters as they go out to make sure that clerks are not making errors.

Test Returns.—After the number of letters in reply to the test mailings virtually cease, tabulate returns. The tabulation made from returns may prove clearly that fanciers, as a group, respond best to an entirely different form of mailing than that approved by farmers. It may be found that fanciers will not put a stamp on a request for a catalog; so that if a complete mailing be made to the fanciers' list, enclosing unstamped postals, no appreciable number of requests would be received.

Contrary to this, it may be found that farmers will apply their own stamps, having been accustomed to this practice in dealing with the mail-order houses. Perhaps the farmer will open and

read with interest a communication addressed to him in handwriting, while the poultry fancier will not. It may be found that best returns from Wisconsin fanciers came on Wednesday, while the greatest number of requests from Illinois farmers came from test letters sent out on Friday.

After the test letters have brought in their answers, the entire campaign of 250,000 letters may be projected on a basis of reason rather than of guesswork. It is known that a different appeal is necessary for fanciers than for farmers. Letter "A" to farmers did not pull well; letter "B," a much longer one, brought in a successful percentage of returns. Letters to farmers will be addressed by hand, and those to poultry fanciers will be typewritten.

On the basis of the tests, it is possible to compute approximately how many requests from the big mailing may be expected per thousand names from each group. If 812 farmers out of 1,166 tested in Iowa requested the catalog, then, by applying the law of averages, 8,120 out of 11,660 of the full mailing will do likewise, 81,200 out of 116,600, etc.

The example given has been that of a "letter used to secure requests for an expensive catalog"; the test plan may be applied to a single mailing list of any size or of any classification, to find the kind of letter which brings in the most orders or inquiries, or to ascertain the assortment of enclosures which brings the most returns.

Often a test of a few thousand names on the mailing list will save time and money.

Guarding against Errors.—Experience proves that there is likelihood of making certain errors in using testing plans, unless care is taken. It is an error to start with so few names that, when the last subdivision of points to test is made, there are not sufficient names to permit the operation of the law of averages.

A second error lies in the temptation to make changes in the letter, circular, or other mailing piece after the test has been made and found successful. In other words, the judgment of the recipients of the mailing matter must be accepted as final. A small change may do away with the feature which attracted the prospective customers.

A third and particularly unfortunate error is to mail to the full list, hoping that results will be better when a test mailing had proved that the campaign cannot pay. If the testing has been done with care and if good judgment has been used throughout the process, any concern selling by mail is safe in basing a decision to mail or not to mail to the entire list on the findings of the test.

A fourth error is to apply the results of a test made at a certain time to another mailing to the same list at another time. It is argued plausibly that if in Wisconsin, poultry fanciers order in greater percentages from letters mailed on Wednesday, there should be no reason for making a new test the next time it is desired to make a mailing to fanciers.

The risks involved in not making the test are too large to take such a matter for granted. Perhaps the original test mailing was made during a month when the business-man poultry fancier was at home Saturday afternoons, and the mail in regard to poultry feed reached him at the very time he was thinking about chickens. A mailing in September might find him at the office Saturday afternoon, with a tendency to play golf or motor on Sunday, and not to read his mail until Monday night at home. Or, Monday might be a particularly bad day for circular letters selling poultry feed to fanciers. It may appear expensive to print a few copies of a broadside, and to buy special plates merely for a test, but it will pay to follow out this procedure.

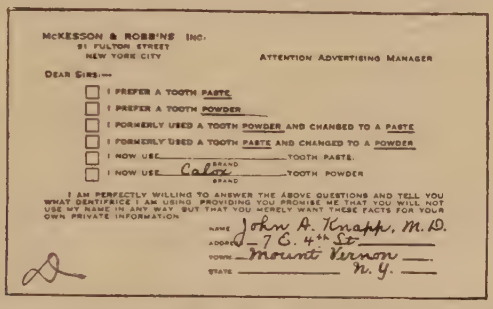
Special Uses for Test Mailings.—There are many ways of using the mails to make special tests, which may prove of valuable assistance in making decisions. The combined judgment of a thousand customers is worth more than the seasoned experience of three or four of the most able executives in the business.

There is, for example, the question of the product. In one particular case, it was desired to know definitely whether the public preferred a dentrifice in the form of a paste or a powder. Five thousand letters were sent out asking the recipient to express a preference on an enclosed stamped and addressed postal card (see Fig. 50).

Five hundred of these letters were sent to school teachers, 500 to bankers, 500 to clerks, 500 to business men, and 500 to each of six other classifications. The result was the tabulation of

exceedingly valuable data in regard to the relative merits of tooth paste and tooth powder.

The same letter was sent to 5,000 dentists, 90 per cent of whom answered. The tabulation of results showed their preference so strongly in favor of a tooth powder that an elaborate advertising campaign was based on the findings of this test mailing.


McKESSON & ROBBINS INC.
91 FULTON STREET
NEW YORK CITY

ATTENTION ADVERTISING MANAGER

DEAR SIRS:—

☐ I PREFER A TOOTH PASTE
☐ I PREFER A TOOTH POWDER
☐ I FORMERLY USED A TOOTH POWDER AND CHANGED TO A PASTE
☐ I FORMERLY USED A TOOTH PASTE AND CHANGED TO A POWDER
☐ I NOW USE _____ (BRAND) _____ TOOTH PASTE.
☐ I NOW USE Calox (BRAND) _____ TOOTH POWDER

I AM PERFECTLY WILLING TO ANSWER THE ABOVE QUESTIONS AND TELL YOU WHAT DENTIFRICE I AM USING PROVIDING YOU PROMISE ME THAT YOU WILL NOT USE MY NAME IN ANY WAY BUT THAT YOU MERELY WANT THESE FACTS FOR YOUR OWN PRIVATE INFORMATION.

NAME John A. Knapp, M.D.
ADDRESS 7 E. 4th St.
TOWN Mount Vernon
STATE N. Y.

FIG. 50.—Accompanying the letter shown below was this stamped and addressed postal card upon which recipients were requested to enter their preference for tooth powder or paste.

The letter sent to users follows:

March 31, 1919

Mr. C. W. Folger,
Bushville, N. Y.

Dear Sir—

There has been much discussion as to whether people really prefer tooth *powders* or tooth *pastes*.

Which do *you* prefer to use, a good tooth *powder* or a good tooth *paste?* I would like to have you answer this question on the attached *stamped* and self-addressed card. It will only take a moment of your time.

We will not use your name nor the information in any way, nor place your name on any mailing list—we merely wish to see what percentage out of a thousand people prefer a *paste* and what percentage a *powder*.

Thank you for your kindness.

Sincerely and cordially yours,
McKESSON & ROBBINS, INC.
V. E. Pratt, Advertising Manager.

Another test was carried out to find whether or not the coupon form was responsible for any large share of the percentage of

returns. The result showed that small coupons with only $\frac{1}{8}$ in. between lines, and a space 1 or 2 in. long in which to write the name, were not regarded favorably. By using a coupon with the side line broken away, as in Fig. 51, more coupons were returned, probably because the eye was more easily drawn to the coupon, and there seemed to be more room to write the name plainly. That is, although it was not profitable to use a larger size coupon, the small size could be made to appear larger than it actually was.

JOHN DOE COMPANY

Educational Division

Broadway and Fortieth St., New York

Send me for *free* examination the First Lecture of your Course in Direct-Mail Advertising. If I decide not to join the Course, I will return the lecture and materials at your expense within two weeks and will owe you nothing.

Otherwise you may enroll me for the full Course, and I'll send you $3 a month for seven months, until the full amount ($21) is paid. And in return I am to receive, twice a month, the series of 10 Lectures, the Assortments of Materials, Test Questions and Key problems, and all the other privileges of the Course.

.....NAME

.....STREET & NO.

.....CITY & STATE

.....POSITION

.....BUSINESS

10% discount for Cash. Canada $25, same terms, duly prepaid. U. S. Colonies and Foreign, $14.00 with order, $14.00 later.

FIG. 51.—Because this coupon was "open" at the left more readers used it than used a similar one with edge closed. See text.

.....Nov 1, 1918..... 191

AMERICAN DRUGGISTS SYNDICATE.
LONG ISLAND CITY, NEW YORK

GENTLEMEN:—

Below is report showing results of the display that I put in my window on Oct 23rd Beef Wine Iron
NAME OF MERCHANDISE

	DATE	SOLD EACH	TEMPERATURE	WEATHER CONDITION
1st day	23	2		
2nd day	24	4		
3rd day	25	2		
4th day	26	5		
5th day	27	1		
6th day	28	7		
7th day	29	8		
8th day	30	4		
9th day	31	9		
TOTAL SALES		42		

1.—What nationality is your neighborhood? Colored and White

2.—How many people pass this window on average day? Do not know

3.—What are your sales on these same goods in regular way without the window display? About 12 a year

4.—About how many of the sales, in your opinion, were made to users of similar, competing merchandise?

5.—About how many of the sales were made to people who had never used this or any similar merchandise? I believe all the sales

6.—What are your three best sellers in this line of goods? (1) Hyp Hypols (2) B.W. Iron (3) Cod Liver Extract

7.—Have you any suggestions to offer that will improve this display?

PASTE YOUR LABEL HERE

Keep on displaying in their proper season.

FIG. 52.—On this form druggists entered their sales of merchandise displayed in show windows with test lithographed displays.

Further Application of Tests.—The American Druggists Syndicate at one time had difficulty in deciding on the type of window display which would sell the most goods. Six or seven executives were interested, and there were six or seven individual opinions as to the style of copy and the method of arrangement. The question was solved by having 10 full-sized, 25- by 44-in. photographic bromides made of each of two competing displays, one in rich colors and one in black and white. Ten were colored

like the original colored display, and ten were left in black and white.

Arrangements were made with 20 drug stores to use the displays and to keep a careful record of the sales of the item for a week before the display went into the window, during the time it was actually in the window and for a week after it came out.

Figure 52 shows the form kept on the counter near the goods. The druggist was even asked to record daily weather conditions and the prevailing nationality in the neighborhood, so that the test could be made as complete as possible.

The result of this test was to show that bright-colored displays sold eight times as much merchandise as black-and-white displays, at only three times the cost. It was also proved that in window-display work an informative, instructive, educational window sells more medicine, cosmetics, and similar goods than the old familiar "picture" cutout.

Whereas the foregoing test was not designed for selling by mail, it offers suggestions which could easily be applied to it. Any concern which sells dealers by mail is interested in finding methods of increasing dealers' sales, and the test offers the best method of coordinating merchandising.

PART IV
CATALOGS

CHAPTER XIII

FACTORS IN CATALOG MAKING

The making of catalogs, a branch of the advertising art, has its own specialized technique and problems. In fact, men trained in the large advertising agencies rarely are as successful in the catalog departments of the large mail-order houses.

The labor involved in building catalogs is not generally appreciated. For example, Butler Brothers produce five catalogs each month, one for each of their houses. During the 12 months of the year, 60 catalogs must be turned out, each catalog listing approximately 40,000 items.

The Sears, Roebuck catalog, although produced only twice during the year, furnishes one of the largest printing jobs in the country. To make such catalogs requires a machinery so elaborate that, to describe the system in detail, would almost fill a volume. Fortunately, however, the principles of catalog making are generally applicable, and the details are made necessary by the magnitude of the job rather than by the individual difficulties to be overcome in each case.

The Plan.—The most important part of making any catalog is the plan. The reason that so many poor and inadequate catalogs exist is largely due to lack of planning prior to their actual production. Without the plan, the catalog lacks the unity and purpose which are factors in its success.

Figure 53 shows the chart used by Furst Brothers & Company of Baltimore, manufacturers of mirrors, pictures, frames, and moldings. The successive steps employed in preparing a small catalog are carefully laid out, and each item in the make-up has received consideration.

There are five principal divisions, as follows:

1. Policy, including announcements, terms, inclosures, etc.
2. Plan, including, size, stock, inserts, cover, envelope, dummy, weight, and schedule.

3. Physical preparation, including merchandise included, layouts, art work, engraving, copy, and pricing.

4. Mechanical, including composition, proofs, corrections, electrotypes, presswork, and binding.

5. Mailing, including checking old lists, new names, addressing, and inclosing.

A plan such as the above should be applicable to a house issuing catalogs at fairly long intervals. Lack of a definite

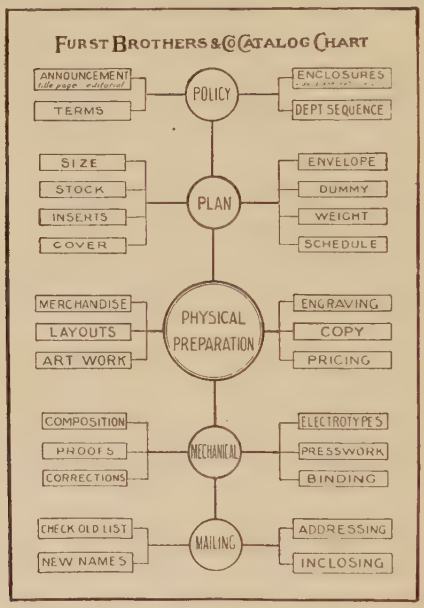


FIG. 53.—This chart shows the successive steps employed by Furst Brothers & Co. in preparing a small catalogue. An examination of it will reveal that every item of makeup has received careful consideration.

policy will tend to make the catalog a mere list of prices, without the selling effort which brings in orders. If the plan, the physical preparation, the mechanical work, and the distribution of the completed catalogs are not carried out efficiently and expeditiously, confusion and money loss will result.

Appearance of Catalog.—The purpose for which the catalog is issued will in large part determine its appearance. The general catalog for a mail-order house aims to be the reference book for

the family buying. It gives the impression of reliability and merchandise at lowest prices. Its appearance reflects the desired atmosphere. The catalog of the high-class retailer, on the other hand, seeks to give the impression of quality and style, even though prices may not be especially high. The catalog featuring jewelry may be even more elaborate because of the luxury connotation of the word "jewelry." The machinery catalog will require a certain element of utility and strength.

In addition to reflecting the proper atmosphere, a catalog should be distinctive enough to attract attention among competing catalogs. The cover may be etched in colors, prepared in half tones, or specially embossed. The paper stock used for the cover will have much to do with the general appearance of the catalog. Further, it is wise to select a paper stock with a view to the usage likely to be given the catalog.

The binding is also a matter of importance. The large catalog is ordinarily side-stitched; the cover is pasted or reinforced. In the case of especially elaborate catalogs, the covers may be allowed to protrude rather than to be cut off flush with the pages. The small catalog may be saddle-wire-stitched, and, if desired, decorated with a silk cord.

Type faces are chosen primarily for their legibility. The illustrations in this chapter portray type fonts in ordinary use, although in some cases it may be desirable to use special type for special purposes.

Catalog Personality.—If a catalog is too general, it loses in sales effectiveness. That is, while it is essential to describe all products completely and exactly by copy and illustrations, it is also possible to devote special attention to facts which it has been found will interest the reader particularly. This, of course, is possible within limits. The general catalog house will hardly find it feasible to spend much space in emphasizing special points, except in the case of pianos, encyclopedias, and other products selling at comparatively high prices. The selling copy in Fig. 54 is designed to arouse interest and secure requests for the larger descriptive booklet, although the page is taken from the general catalog.

Where the catalog is devoted to specialties, or to individual lines of merchandise, there is more opportunity for personalized

NOW AS NEVER BEFORE

YOU NEED

THIS COMPLETE LIBRARY OF KNOWLEDGE

As a matter of course you, as the head of your household, provide the material comforts for your family, but it is equally as important that you look after their mental well being. With the ever rising standard of education, with the great necessity today of being well informed, every man must provide the means to give himself, his wife and children, as never before, the broad knowledge that is demanded.

But with the same great care that you choose the material comforts for your family, you must provide for their educational needs. You must choose for yourself and for them the proper books, books that will be the most help day in and day out, books that will be the means of a broader knowledge and enable you and your family to understand the great questions of the day. When you invest your money you want to make sure that it is money well spent, that the books you buy are going to be exactly the books you and your family most need and from which you and they can obtain a lasting and wholesome benefit.

The greatest book that you can buy for your home is the Britannica. This wonderful encyclopaedia is the first book you want to put in your library, for it gives every member of the family just the help they need in every way. The Britannica can be of more actual value to your family than any other book or combination of books. Based on the benefit your family will get from this great work, it is the best possible investment.

The Britannica gives to every woman information which she needs to keep herself and her family posted on the events in this intensely interesting world.

The Britannica furnishes the son and daughter of the family the information to satisfy the children's expanding minds and it supplements their school studies.

The Encyclopaedia Britannica is printed on the genuine India paper, which makes it far more usable than any encyclopaedia ever was before. The beautiful and serviceable bindings make it a book that you are proud to own and have in your home.

The Encyclopaedia Britannica is sold on easiest terms of payment—a small amount with the order, followed by moderate monthly payments for a short period. Every family can thus afford the Britannica and have in the home the greatest means to knowledge ever made accessible to mankind. Send for the large illustrated booklet describing the Britannica, and giving prices and terms of payment.

ENCYCLOPÆDIA BRITANNICA

A Small First Payment Brings You This Complete Set of 29 Volumes, 44,000,000 Words, 30,000 Pages, 15,000 Maps and Illustrations. The Balance Is in Monthly Payments. Let Us Send You Our Free Booklet. MAIL THE COUPON.

Sears, Roebuck and Co. (Dept. 275.)

Gentlemen:—Please send me your Illustrated Book No. 2E, giving full information about the Encyclopaedia Britannica. Also tell me what I will have to pay for a set of the Handy Volume issue of the Britannica printed on genuine India paper.

Name. . . . . .

Postoffice . . . . . .

Rural Route. . . . . Box No. . . . . State. . . . . .

Street and No. . . . . .

If you are ready to subscribe now send your order with a dollar as first payment and we will give it prompt attention.

SEARS, ROEBUCK AND CO. 441

FIG. 54.—Using a catalog page to arouse interest and secure inquiries for a descriptive booklet. A plan which obviates the use of valuable catalog space for detailed description and puts the burden on specialized literature.

copy. The catalog of the Page Woven Wire Fence Company of Adrian, Mich., attempts to interest its readers in the special and odd uses of fencing. On one page the product is illustrated, described, and priced as in any catalog. On the next page there is a description of the product in actual use. For example, on the page following the listing of sheep fencing, there is a description of the extent of the sheep industry in the country. Similar points of interest are given about cattle, horses, hogs, poultry, etc. More and unusual stories are related about rabbit fences, fences for zoos and parks, for tigers in East Africa, sharks in Southwest Africa, etc.

The catalog tells how the product is used, and connects the human-interest angle directly with the selling copy. The methods of description available for a specialty manufacturer of fences might not be applicable to other lines; it would be desirable sometimes to capitalize special information in regard to the product.

The Personalized Catalog.—Some concerns selling by mail have gone further than giving a personality to the catalog, and have connected it closely with their own affairs. This follows out logically the attempt to make mail-order copy take the place of personal salesmanship. The personal salesman is ordinarily able to represent at least something of the personality of the house which he represents, a task admittedly more difficult for the catalog.

The following rules, given by James True in *Printers' Ink Monthly*, show the guides to be used in giving a catalog the personal touch:

1. The impression must be conveyed that the personality featured is very closely connected with the business, that the writer's position is one of importance, and all suggestions of conceit must be avoided.
2. The personal appeal must be introduced early and sustained throughout; but it must always be treated as a cause, not an effect, and should take second place beside the merchandise.
3. The catalog must offer better inducements, either in prices or service, or both, than are usual. The personal appeal, when resultful, arouses a feeling of friendship, and we expect more liberal and generous treatment from our friends than from others.
4. Early statements must convince readers that the advertiser is absolutely honest. People, as a rule, are prone to trust companies more

readily than individuals, and this tendency must be overcome quickly and impressively.

5. Besides adequately illustrating, describing, and pricing the merchandise, the book should contain a liberal amount of informative material that is both interesting and valuable.

6. The copy must establish the authority of the personality featured.

The personalized catalog has been used successfully by J. K. Alexander, of East Bridgewater, Mass., in selling dahlias.

J. K. ALEXANDER

I print this not because I am proud of my own picture, but because most people like to see the man with whom they are doing business.

FOREWORD:

I take pleasure in presenting you with my 28th Annual Catalog, which I believe is a decided improvement over my last issue. You will find many new varieties of Dahlias offered for the first time, twenty of the choicest of my new Gladioli Seedlings, a much larger collection of Peonies than appeared in my 1921 Catalog, twelve of the choicest New Iris, and twenty varieties of Hardy Chrysanthemums added to my collection of plants for the old-fashioned garden. I also present several new illustrations from photographs taken of my flowers, together with my usual offerings in the finest standard varieties.

I want to take this opportunity to thank my friends and patrons, who have recommended and favored me with their orders in the past, and to assure them of my determination to continue furnishing nothing but the best stock. Soliciting a share of your orders this coming season, I remain,

Respectfully yours,

January 1, 1922. J. K. ALEXANDER

Instructions—Information

Please Read Before Ordering

MME. LE NORMAND—Decorative Dahlia. $1.00 each.

Fig. 55.—There's a hand shake in this homely copy of J. K. Alexander's—and it sells seeds and flowers.

Figure 55 shows how the personal touch is given to the catalog at the very beginning. The photograph gives confidence and creates a sense of personal relationship. Even in the instructions and information, the personal flavor is retained.

The personalized method of approach is followed throughout the catalog, as can be seen from the following excerpt:

I believe a heart-to-heart talk will give us a good opportunity to become better acquainted. You may be interested to know that Dahlias were my hobby 30 years ago; I loved flowers, but never dreamed

of being in the business. I'll tell you how it happened. My neighbors had several old-fashioned Dahlias, and I purchased a few; I took good care of them, and the flowers I produced were larger and more beautiful than theirs. I became interested, and whenever I saw a color I did not have, I added it to my collection. They were like so many children, as I learned to call them all by name.

My friends became interested in my Dahlias, and urged me to sell them the new colors I had purchased; thus I started in the business, with only 60 Dahlia plants. That was 30 years ago. My desire to secure a greater variety led me to search for the best and newest. In a few years I had all the varieties that American Dahlia specialists grew and, learning that new dahlias were originated in England and France, I sent for catalogs. That year I imported 20 varieties, and in the fall the sales from my surplus amounted to $72; not much, but enough to encourage me to go on.

Thinking other Dahlia lovers outside of East Bridgewater would be interested to know more about my favorites, I issued my first catalog in 1895. It was a very modest affair, but it did the business.

Arrangement of Catalog Merchandise.—In cataloging a line of products, several methods of arrangement are possible. The plan followed by the mail-order house is to group merchandise according to separate lines. Where the catalog lists one or two lines only, articles may be listed in logical order according to construction or to the purpose for which they are used. Either method should be accompanied by careful cross-referencing.

In some cases, the catalog assortment has been found highly profitable. While the practice has not been used to any marked extent in retail catalog selling, it has found a place in many wholesale catalogs. Figure 56 shows the assortment as used in a retail mail-order catalog.

The principle of assortment selling is to combine certain classes of merchandise into groups, selling from a few dollars to several hundred. The assortment is based on the average selling volume, by lines, of the retail store selling the goods listed. It saves the time of the buyer who would otherwise have to compute quantities and list items separately, and it also saves the time of the seller in assembling, packing, and shipping individual orders. Assortments may be made up in quantities at the factory and shipped direct.

Assortments are used for enamelware, tinware, glassware, kitchen hardware, china, and crockery. They are also possible for ribbons, laces, embroidery, neckware, comfortables, blankets, etc.

R. K. Sewell describes in *Printers' Ink Monthly* a typical make-up of an assortment of ribbons. A page or half-page layout can be used. The art work does not stress any particular illustration, but rather ribbons in general. The assortment can contain a number of pieces of varying widths, made up in the most popular colors. The retailer is enabled to purchase in the certainty that he is procuring merchandise which has been found to sell most easily.

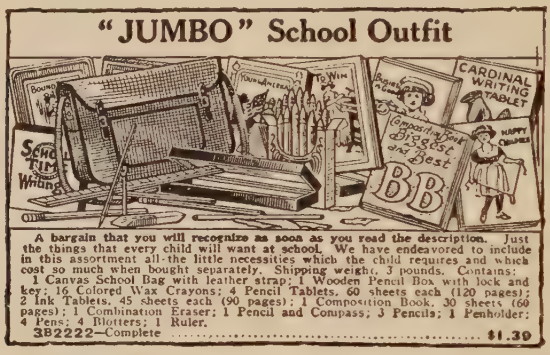

"JUMBO" School Outfit
CARDINAL WRITING TABLET
HAPPY CHILDREN
Compound Your Biggest Day Best
BB
A bargain that you will recognize as soon as you read the description. Just the things that every child will want at school. We have endeavored to include in this assortment all the little necessities which the child requires and which cost so much when bought separately. Shipping weight, 3 pounds. Contains:
1 Canvas School Bag with leather strap; 1 Wooden Pencil Box with lock and key; 16 Colored Wax Crayons; 4 Pencil Tablets, 60 sheets each (120 pages); 2 Ink Tablets, 45 sheets each (90 pages); 1 Composition Book, 30 sheets (60 pages); 1 Combination Eraser; 1 Pencil and Compass; 3 Pencils; 1 Penholder; 4 Pens; 4 Blotters; 1 Ruler.
3B2222—Complete $1.39

Fig. 56.—One price for an assortment of related items. Saves space, increases the size of orders, but has one important drawback: many readers may already have one or more articles in the assortment and will not care to duplicate.

It has been suggested that the retail mail-order house could use the assortment to increase the turnover of items carried in stock to complete the line, and which yield little or no profit. Stationery, kitchenware, school accessories, etc. could be handled in this manner.

Applying Customer Buying Habits to Catalog Merchandise.—The established manufacturer, or jobber, doing a constantly recurring business with the same class of prospects, can draw fairly accurate conclusions regarding the merchandise to include in the mail-order literature from existing records. He can also tell when and how often to issue his literature. Such a study of records should show:

1. The size of the average order received.
2. The frequency with which the average customer buys.
3. The kind of merchandise sold during certain seasons.

The manufacturer, the jobber of specialties, or those who do not do a constantly recurring business with the same class of people, have a much more difficult problem, and records here will not be of use. Each campaign must be considered individually. In this class are included manufacturers of typewriters, bicycles, and industrial apparatus. But one piece of equipment is sold to a customer, and the same customer is rarely sold twice in the same year. The problem of the seller of specialties is treated in another chapter.

Actual application of analysis of records will show what results may be expected. Suppose, for example, that a furniture manufacturer sells a complete line of chairs to retailers. The result of analyzing his records shows:

1. An average order received through salesmen amounts to $860.
2. The average customer orders every 75 days.
3. Morris chairs have a good sale the year round, but more are sold in November than in any other four months put together.

It is immediately evident that, as the average customer buys every 75 days, it will not be necessary to issue a catalog or folder every 60 days. A catalog need not call more often than a salesman, and if retail furniture dealers are in the habit of buying every 75 days on such items as chairs, then a catalog issued every 60 days will come in ample time for securing orders.

As the average order is for $860, a large enough line of chairs must be included to permit the average furniture dealer to make up an order of this size without overbuying on any one style. If possible, the catalog should carry exactly the same items that the salesmen are carrying. Morris chairs should be in every issue, but should be given special prominence in the October issue.

A test could be made by the furniture manufacturer of a catalog issued every 30 days. If it served to stimulate sales and increase or accelerate buying on the part of retailers, it should be continued. But if it merely served as an incentive to the retailer to buy more often but to cut the size of the individual order, it would be better to return to the catalog issued every 60 days.

The jobber selling by catalog can also use his records to advantage in determining merchandise policies. Suppose a candy jobber sells only in one state, and finds from an analysis of his records that:

1. The average order received through salesmen amounts to $8.40.

2. The average customer buys every six days.

3. "Broken mixed" candy does not sell in any month but December.

The buying habits of the retail confectionery trade, therefore, are so clearly defined that the solution of the catalog problem is simple. It is obvious that the jobber cannot hope to get all of any one confectionery business by using a monthly or yearly catalog. He should issue a weekly bulletin of his line of candies, priced for the week, and offering immediate and undelayed delivery. The line of candies shown should be varied enough to permit of the purchase of an average order of $8.60. "Broken mixed" should appear only in the December issues—it would be wasted in any others.

The two examples given will serve to indicate the process of judging buying habits from existing records. Experience proves that this process works out well in practice. For example:

A jobber of automobile accessories in a large city discontinued selling through salesmen. He found from his records that his trade—garage men and dealers—bought about once a month. He proceeded to issue 20,000 copies of a 48-page monthly "flier." The edition was distributed his entire clientele. For two years he was successful, finding that he did as much business through the catalog as he had ever done through salesmen, and at a lower sales cost.

He determined to try out the plan of issuing his catalog every 60 days, and of pocketing the cost of the extra catalog. Though the buying habits as shown by his actual records proved that the trade bought every 30 days, he believed the catalog would be saved for 60 days, and would thus serve twice.

Accordingly, no catalog was issued in April. The March catalog contained no mention of the date, and there was no statement that prices were good for 30 days only. But about the tenth of April, 40 days after the issuance of the March catalog,

sales began to drop. On April 15, orders had practically ceased. A new catalog was hastily put together and mailed.

The only exception to the necessity for sending catalogs out in accordance with buying habits is in the case of the retail mail-order house selling direct to the consumer. The consumer has no "buying periods" and will save a large catalog, and order from it as occasion warrants, replacing it with the new one whenever received.

The Catalog Index.—The usefulness of the average catalog is determined by the care which is taken in indexing it. The catalog must serve as a book of reference to the consumer or to the manufacturer and jobber.

The normal position for the index is in the back of the volume. In the case of a large catalog, the index may be placed in the center, for the sake of convenience, but invariably when this is done the paper stock should be of a different color, so that the index may be located without difficulty.

Some catalogs may be indexed by departments and by items as well. The departmental index may be emphasized, because the customer often finds other items of a similar nature on looking through departmental offerings.

The catalog of the Crouse-Hinds Company of Syracuse N.Y. makers of electrical supplies, is an example of a catalog where indexing has been carried out in elaborate fashion. It contains 714 pages, 8½ by 12 in., of which 292 are occupied by indexes. The master key index of the catalog is made up as follows:

Knowing the	To Find the	Refer to the
Conditions Conduit must meet	Conduit	Pictorial Index, pages 605 to 639; Installation Index, pages 603 and 604; or General Index, pages 683 to 698.
Wiring Device	Conduit	General Index, pages 683 to 698.
Catalog Number	Listing	Catalog Number Index, pages 641 to 681.
Type of Conduit	Listing	General Index, pages 683 to 698, or Catalog Number Index, pages 641 to 681.
Type of Conduit	Cover	Footnotes on Listing pages of Conduit with which they are to be used, or General Index, pages 684 and 685.
Type of Conduit	Wiring Devices	Footnotes on Listing pages, or Wiring Device Index, pages 407 to 410.
Type of Conduit	Dimensions	Footnotes on Listing pages, or dimensional Index, pages 441 to 447.

Condulets is a trade-name for devices used in connection with electrical conduits. The catalog contains five separate indexes, covering every phase of the subject, elaborately cross-referenced so that the buyer may have no difficulty in ordering.

Catalog Copy.—While the problems of the use of color, illustration, etc. are in most respects similar for catalogs and other mail-order literature, the question of copy shows decided differences. For the catalog house, copy writing is a mechanical.

The average catalog house desires to economize on space. Copy, therefore, must tell its story completely and briefly. It has frequently been found that special abbreviations save much space without sacrificing the listing of any products. For example, Butler Brothers found it possible to cut out several pages from their catalog by making the abbreviation for dozen "Dz." instead of "Doz." Instead of "each," "ea." was used. Each description of an article was made continuous, instead of being set off in sentences by periods. In one case an entire form of 32 pages was eliminated from one issue of the catalog.

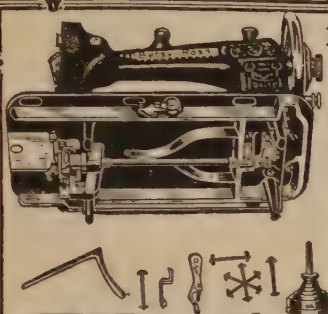
The purpose of all catalog copy of the ordinary type is to condense the description into the smallest possible space while still bringing out every point of value in selling the copy. Although the illustration is essential, it cannot be made to tell the entire story about the product. It cannot state the weight, the size, the dimensions of the article, nor can it delineate the differences between genuine and imitation textile goods, cotton and silk, etc.

The points to bring out in the copy will differ naturally with the type of product. They will correspond more or less exactly to the buying motives of the customers. For example, mechanical products are sold by their durability, operation, cost of maintenance, etc. According to Alexander Powell in the *American Machinist*, the catalog should contain the following information regarding mechanical products:

1. General description, stating the purpose of the machine and the class of work to which it is most suited.
2. Details of construction.
3. Details of operation.
4. Applications to various kinds of work.
5. Specifications.
6. Selling price.

Figure 57 shows how these points may sell a product of a technical nature, such as a sewing machine. By the use of

Our Up-to-Date Sewing Machine Store



Betsy-Ross Rotary Head Construction

THE Rotary Head type of mechanism is capable of about one-third greater speed than the older Vibrating Shuttle Machine—and requires less exertion, as it is easier running. The head of a Betsy-Ross is cast of fine gray iron, ground, polished and treated with seven coats of black enamel. It is handsomely decorated in colored designs.

The sewing arm is massive and heavy. It stands high from the bed giving ample space for handling any class of work. There are two spool pins, which make it unnecessary to unthread the machine when winding the bobbin. The belt wheel is outside the hand wheel, making it much easier and quicker to put on or take off the belt.

The Betsy-Ross Rotary Head has a self-winding bobbin and a double positive force feed which prevents the material from slipping. The bobbin winder stops automatically when the bobbin is filled.

The Rotary mechanism operates in a continuous, revolving motion which prevents clogging, skipped stitches, broken threads and other troubles common to the older vibrating head design. A Betsy-Ross Rotary head ranks with the highest development of sewing machine mechanism.

The Betsy-Ross Rotary machine will equal any machine, no matter what price or what make, in doing all kinds of home sewing. It is quiet and smooth running—an up-to-date machine in every respect.

Some Details of Betsy-Ross Rotary Head Construction

Greist Attachments

The Greist Attachments shown in this illustration are furnished with all C. W. S. Sewing Machines. Set consists of ruffler, tucker, binder, braider, underbraider slide four assorted hemmers, feller and adjusting plate—entire set in a neat metal box.

Note—Attachments for S E 34B, our lowest priced machine, are packed in a strong cardboard box and the shirring plate is omitted.

The set of accessories includes the quilter, cloth guide and screw thread cutter, small screw driver, large screw driver, set of bobbins, a supply of needles and oil can filled with good machine oil. Complete book of instructions is included. In this book the workings of the various parts of the machine are clearly and concisely explained. By following the simple instructions given you can easily make the slight adjustments that may be necessary from time to time.

A patented darner is furnished with each machine. With this darner you can mend your table linen, bed linen and hosiery in such a way as to be almost unnoticeable.

Rotary Bobbin and Hook

The Rotary Bobbin is round and holds much more thread than the Vibrating Shuttle Bobbin. The Rotary Hook runs in time with the needle without lost motion, clogging, or skipping of stitches and without broken threads.

Ball Bearings

This view shows the type of full ballbearing construction used in Betsy-Ross Sewing Heads. Double rows of ball bearings like these assure smooth running, noiselessness, and long, uninterrupted service.

Stitch Regulator

This useful and convenient device permits you to change from 6 stitches to the inch, up to and including 36 stitches to the inch. Stitch can be changed without stopping the machine.

Automatic Tension

The Automatic Tension shown above is one of the modern features of fine sewing machines—by automatically regulating the tension of the thread to all kinds of work, it prevents broken thread and needles. It requires no adjustment.

Features that Insure Complete Satisfaction

Automatic Bobbin Winder

Bobbins are wound automatically and evenly on the improved bobbin winder at the base of the sewing head.

This device is so constructed that after the bobbin is placed and the treadle started, it automatically winds the bobbin and distributes the thread evenly.

Automatic Release

This special feature is controlled by the presser bar lever; operating this lever automatically releases all tension on the upper thread so that whenever the presser bar is lifted the work may be freely removed with no possible injury to the needles, requiring no special care from the operator.

Positive Take-Up

The take-up is positive and automatic in its action. It controls any size or kind of thread, always giving the correct stitch. There is also an auxiliary take-up near the tension disc, which controls the thread under special conditions.

These features in addition to the numerous other ones already mentioned insure complete satisfaction to every user of the wonderful Betsy Ross Rotary Head Sewing machine. You can make clothes that have all the daintiness and stylishness of hand-make work without the long weary hours spent on handwork. You can make your sewing a source of pleasure if you have this Betsy-Ross machine in your home.

Matting Covered Sewing Stand

A fine sewing stand—as practical and well made as any one could desire. Built of California Redwood with bamboo legs. Covered with an excellent grade of Japanese Matting; neatly trimmed with rattan. Hinged top. Note the convenient, removable four compartment tray.

Height, 29 ins.; top, 16 x14 ins. Shpg. wt., about 16 lbs. Packed in strong cartons. Shipped from New York City.

S E 81 10B $4.95
Price.....

Machine Belt

Sewing Machine Belt

Guaranteed to give long service. It is the famous "Straight Jacket" Belt. Length 60 ins. State size wanted.

S E 12M Price, each . 18c

Machine Needles

Sewing Machine Needles

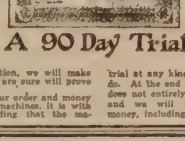
For our machines only. Made of the finest tempered steel. Packages of one dozen in assorted sizes. State name and number of machine.

S E 10M Price, Package of one dozen 17c

A 20 Year Guarantee

We guarantee all our sewing machines for 20 years from the day of your purchase—regardless of the price you pay. If, within this time the machine, you select does not prove to be exactly as we have illustrated and described it—if any defects appear in its mechanism or construction, we will make an adjustment that we are sure will prove satisfactory to you.

When you send in your order and money for one of our sewing machines, it is with the express understanding that the machine goes to you for a 90-Day Trial. We want you to make this test because we are confident of the excellence of our sewing machines. To make doubly sure of their quality, compare any of our models with those handled by your local agent. Put our machines to



A 90 Day Trial

trial at any kind of sewing you expect to do. At the end of 90 days, if the machine does not entirely satisfy you, send it back, and we will immediately return your money, including all shipping expenses.

FIG. 57.—By setting forth on one page the construction details of their sewing machines, Charles Williams Stores can then economize in catalog space on succeeding pages illustrating the various models.

illustration and copy, the entire story is set forth within the limits of a page.

FIG. 58.—A typical mail order page. Note how each description follows regular order of: 1. Title; 2. Finish; 3. Dimensions; 4. Weight; 5. Catalog Number; 6. Price.

The average catalog is prepared according to a style peculiar to the catalog. The size of the cut and the space allotted to the individual item may vary considerably, but the method of presentation throughout the catalog will be standard. There will be for example, a heading describing the article for sale. The description of the various items will follow a certain order. The color, the material, the qualities, and other factors will appear in a given sequence. Stock numbers, shipping weights, and price will be presented in due course.

Figure 58 shows a typical catalog page of Sears, Roebuck & Company. The copy follows a regular order: first, the title, then the finish, dimensions, mechanical details, performance, weight, stock number, and price. Details shown by the illustrations, such as shape, type of face, and general appearance, are not mentioned. Illustration and copy have each their own sphere of use.

The writing of catalog copy is usually given to beginners, because of the possibility of reducing it to a routine. The writing of selling copy used in other forms of literature, however, is a highly specialized performance, done by experts.

Sources of Catalog Data.—In writing and in building a catalog, it is constantly necessary to remember that the buyers' standpoint is paramount. The writer of the copy may have such an intimate knowledge of the subject that he finds it difficult to explain it in the simple language demanded by the catalog, and the catalog writer with less knowledge of the subject may prove better able to describe the merchandise.

The catalog buyer often knows all about the product, but the purchaser knows little or nothing. He merely knows the purpose for which he wants the goods, or the conditions which must be met. In searching through catalogs, he will order from the concern which answers his questions, in advance, most fully.

In the large catalog house, a copy writer cannot be expected to know the merchandising aspects of the varied lines he is called upon to describe. He must obtain his talking points from the various buyers. Copy for the catalog of the American Wholesale Corporation is actually written by the buyers themselves. The catalog department corrects the English, and edits the descriptions in conformity with the style of abbreviations and punctuations used.

Where it is desired to obtain material regarding uses for the product, it is often possible to find this in the early history of the concern. Such material may stimulate interest in the company, while associating it directly with the product in the mind of the customer.

Another source of information is the sales force, if the catalog is used to supplement a personal selling organization. Almost every salesman has a fund of information regarding his experiences in selling the product. The production department may be able to furnish information for use in the catalog where the seller is a manufacturer.

Presentation of Copy.—Catalog copy should never be misleading. Misleading copy ordinarily results when the writer of the copy attempts to use his imagination in convincing people that the articles are superior to others. If they are not superior, he is likely to mislead buyers into expecting more than they receive. The result is loss of goodwill.

It was common in the early days of the mail-order business to use copy in which statements and descriptions were, either consciously or unconsciously, overdrawn. It was some time before it was realized that buyers were not interested in arguments but only in an accurate description of the goods to be sold, and the uses to which the goods might be put. The copy and the illustrations should work together so that the buyer may have an exact picture of the merchandise when ordering and not be disappointed in his purchase.

When a customer buys by mail, particularly articles where personal taste plays an important part, and also where the price is not negligible, it is necessary to give all the facts connected with the article. The character of the audience will determine the manner in which the facts are presented. A catalog to dealers can use more technical language and take more for granted than can a catalog to consumers.

Title and Introduction.—The title is sometimes Catalog No. ——; but interest may be secured by the use of a more suggestive title. Although a catalog cannot be disguised, when advertising for catalog distribution, it has been found profitable to give it a name, such as "Dingee's Guide to Rose Culture," "Baldwin's Berry Book," or "Hatching Facts" for incubators.

The introduction to the catalog, if formulated properly, may prove one of the best methods of securing perusal of the contents. It should not be the purpose of the introduction to describe the achievements of the house, and its wonderful past history, but to state briefly the actual benefits which may be derived from a study of the catalog and how it can help the customer or save him money.

The introduction may suitably emphasize some of the following points:

1. Savings in prices.
2. Guarantee of prices.
3. Definite references to bargain pages and offerings.
4. Statement of policy.
5. Statements intended to inspire buyers with confidence.

Figure 59 shows the introduction to the Charles William Stores' catalog, and the manner in which the foregoing points are brought out.

In some catalogs, there may be a general introduction, and also introductions to the various catalog sections. The introduction is not usually written by the buyer, but by the editor.

Catalog Distribution.—It is wise policy to prepare catalogs for shipment in such shape that they will arrive in first-class condition. The customer will not value a catalog which arrives crumpled or torn. It is not necessary, perhaps, to go to the lengths followed by some catalog users in shipping in wooden containers, but it is desirable to impress the customer with the value with which the company views the catalog. Because the catalog represents considerable expense, the mailing list should be scrutinized with especial care prior to mailing, in order that failures to arrive at proper destination may be reduced to a minimum.

Various methods have been adopted for securing economy and rapidity in distribution. One of the most frequent policies used by large mail-order houses is to ship catalogs by express or freight to some convenient center of population and mail from that point by parcel post. This not only ensures the catalog's arriving in good condition but also takes advantage of the local parcel-post zone rate.

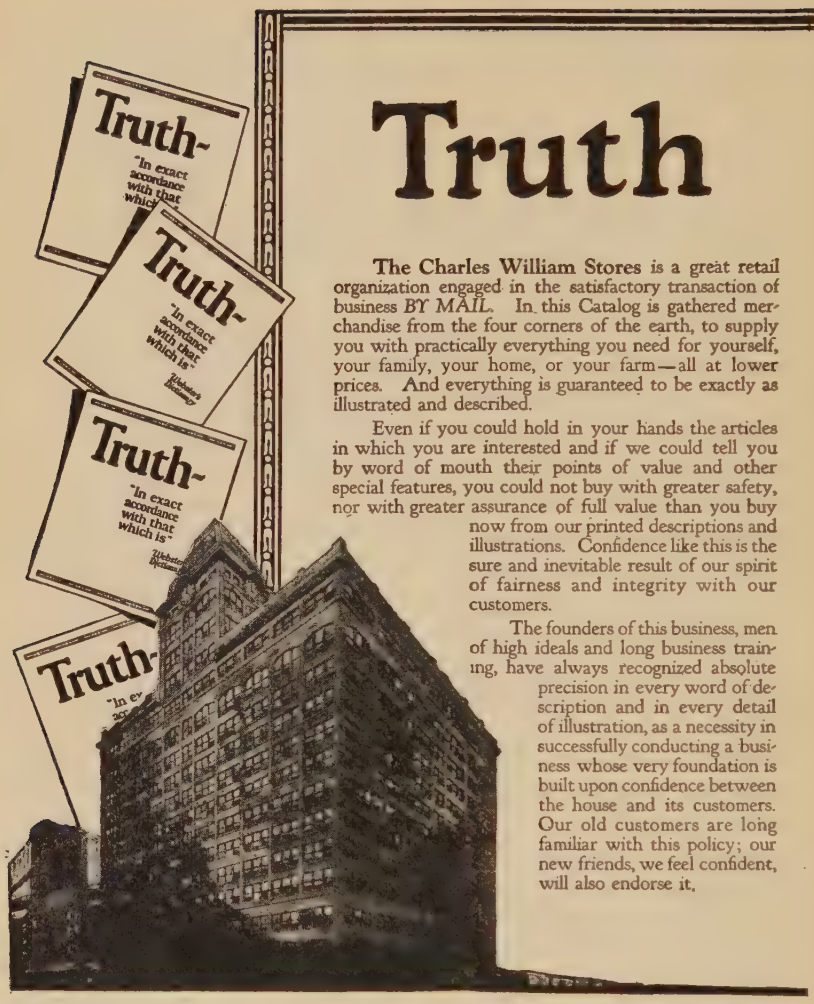

Truth-
"In exact accordance with that which is"
Truth-
"In exact accordance with that which is"
Truth-
"In exact accordance with that which is"
Truth-
Truth
The Charles William Stores is a great retail organization engaged in the satisfactory transaction of business BY MAIL. In this Catalog is gathered merchandise from the four corners of the earth, to supply you with practically everything you need for yourself, your family, your home, or your farm—all at lower prices. And everything is guaranteed to be exactly as illustrated and described.
Even if you could hold in your hands the articles in which you are interested and if we could tell you by word of mouth their points of value and other special features, you could not buy with greater safety, nor with greater assurance of full value than you buy now from our printed descriptions and illustrations. Confidence like this is the sure and inevitable result of our spirit of fairness and integrity with our customers.
The founders of this business, men of high ideals and long business training, have always recognized absolute precision in every word of description and in every detail of illustration, as a necessity in successfully conducting a business whose very foundation is built upon confidence between the house and its customers. Our old customers are long familiar with this policy; our new friends, we feel confident, will also endorse it.
2
Charles William Stores

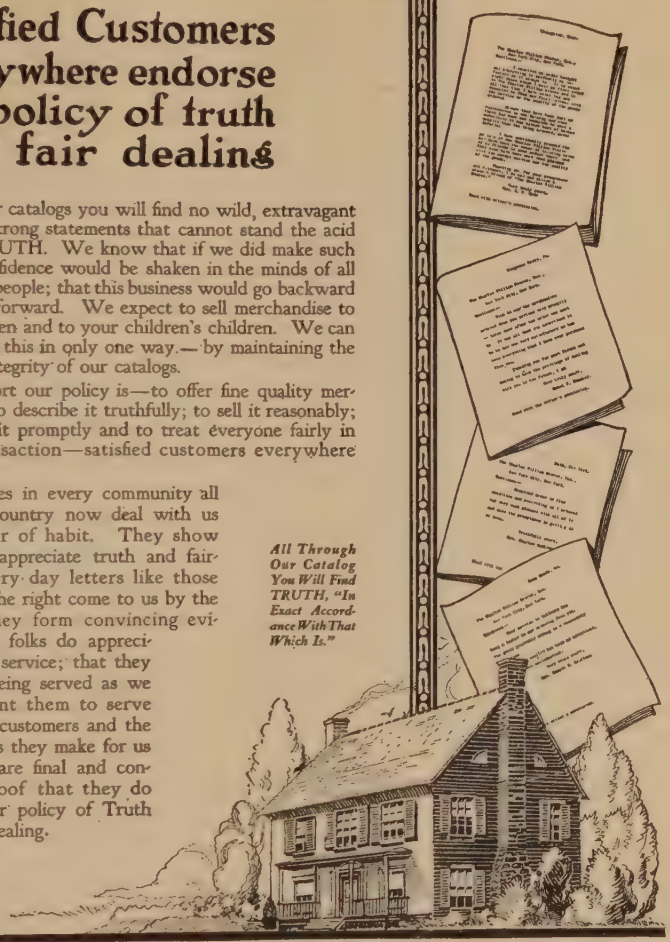
FIG. 59.—The introduction to a mail-order catalog may

Satisfied Customers everywhere endorse our policy of truth and fair dealing

In our catalogs you will find no wild, extravagant claims or strong statements that cannot stand the acid test of TRUTH. We know that if we did make such claims, confidence would be shaken in the minds of all intelligent people; that this business would go backward instead of forward. We expect to sell merchandise to your children and to your children's children. We can accomplish this in only one way.—by maintaining the absolute integrity of our catalogs.

In short our policy is—to offer fine quality merchandise; to describe it truthfully; to sell it reasonably; to deliver it promptly and to treat everyone fairly in every transaction—satisfied customers everywhere endorse it.

Families in every community all over the country now deal with us as a matter of habit. They show that they appreciate truth and fairness. Every day letters like those shown at the right come to us by the score. They form convincing evidence that folks do appreciate honest service; that they welcome being served as we would want them to serve us. These customers and the new friends they make for us each year are final and conclusive proof that they do endorse our policy of Truth and Fair Dealing.



All Through Our Catalog You Will Find TRUTH, "In Exact Accordance With That Which Is."

CHARLES WILLIAM STORES 3

well state the house policy—it is the "hello" of the house.

CHAPTER XIV

APPORTIONING CATALOG SPACE

The failure of many mail-order departments is often due to thoughtless procedure. Guesses are made at the number of pages needed for the entire catalog, at the number of pages required for the various lines of merchandise shown, as to the number of articles to put on each page and the space and position allowed each individual item, etc.

For example, on a page illustrating shoes, in the catalog of a concern specializing in women's wear, one cut occupied four times the space given to any other. It was not there because it was a best seller, but because the manufacturer had supplied the cut, and the page had, therefore, been built around it. As a matter of fact, it was admitted by the concern that the particular shoe was practically out of stock at the moment, and would not be renewed because the style had changed. It is reasonably certain, however, that this department could be made to pay profits by eliminating guesswork, by taking full advantage of all existing knowledge in regard to mail-order technique, and by placing the department in charge of a mail-order expert.

In producing a catalog, there are many questions which require scientific solution. For example: How many pages should the catalog contain? How many items should be placed on a page? What should the entire catalog or "flyer" cost? How much business does the catalog have to bring in to make it profitable? How many copies should be printed?

A certain amount of guessing on the first issue of a catalog by a house extensive mail-order experience is inevitable. Such a concern will not have existing records which can be used as guides. Dangerous guesswork may be removed by the study of proved methods.

Removing Guesswork.—Suppose a large department store decides to add a mail-order department, not only to stimulate trade from its own customers, but to extend its field of operation

to those too far away to come to the store except on rare occasions. The manager of the new mail-order department, on taking charge, is told that he cannot afford to make sales at a greater percentage of cost than 10 per cent if he expects to price his merchandise at figures that will compare favorably enough with those of competitors to encourage mail-orders. He is presented with a concrete problem. "Every dollar unit of catalog or 'flyer' must produce a $10 unit of sales, or mail-order selling for this concern will not be feasible." With this as a starting point, he can go ahead with the production of the first catalog.

From records of regular store sales, it is discovered that the average customer's total purchase for the month amount to $20. Estimate the number of recipients of the new catalog who will purchase $20 per month from it. With no figures to serve as guides, suppose one in ten is set as an arbitrary figure. Out of ten catalogs, then, one order for $20 will be secured on the average. These ten catalogs can cost, complete with postage and expense of preparation, 20 cents each.

The Page.—The page size used by a large mail-order house is 8½ by 11 in. The size was decided upon years ago and cannot now be changed, for the reason that costly special presses, adapted to this size, are already installed. But ordinarily a size is selected accordance with sizes of regular stock paper. For example, a page size 8½ by 12 will cut from ordinary paper stock 38 by 50 in. without waste.

Before the weight of paper to be used is decided upon, it is essential to determine the number of pages in the catalog. Not more than 20 items of merchandise can conveniently be placed on a page, and 2,000 of these items are required for a complete enough line to bring in sales. If the selection is too small, the prospect is moved to visit the retail store where more styles and types are displayed. She might be induced to purchase one or even two items from this concern, but the bulk of her purchases would go to the house with the larger merchandise offerings. It is, then, necessary to have 100 pages in the catalog.

Dummies are prepared in various weights of papers, so that it is possible to estimate the postage expense. Suppose that it is possible to produce, including all expenses, a 100-page catalog for 12 cents each. The postage will be 6 cents. Allowing 2

cents for order blank, return envelope, and wrapper, the whole comes to 20 cents. These figures, naturally, are not applicable to any actual case, but are used for the purpose of illustration.

Counting the Cost.—Suppose the 20-cent catalog is to be a monthly one, and that figures for the first month's sales have been tabulated, giving gross sales for each item. A sample catalog is then taken, and on each item in the catalog little gummed stickers may be placed, on which the gross sales for the month on that

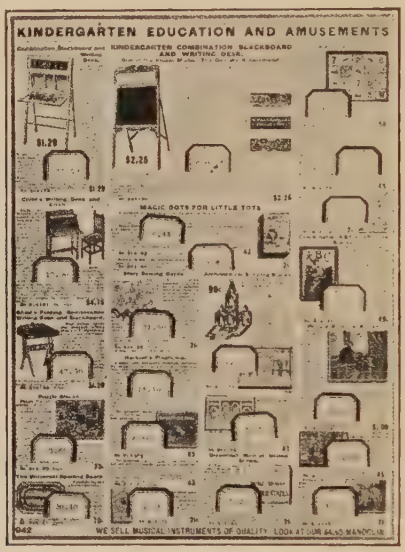

KINDERGARTEN EDUCATION AND AMUSEMENTS
KINDERGARTEN COMBINATION BLACKBOARD AND WRITING DESK.
MAGIC DOTS FOR LITTLE TOTS
WE SELL MUSICAL INSTRUMENTS OF QUALITY

Fig. 60.—Applying "stickers" to each item in the catalog, upon which may be entered the sales for comparison.

particular item may be written. It can then be seen in connection with the copy and illustration. The sticker method is illustrated in Fig. 60. When the figures for the page are entered, the total is secured for each page.

The total catalog sales are procured, either added from the catalog or figured by the auditor. With the total cost per catalog known—in this case 20 cents—it is only necessary to divide the total cost of catalogs sent out into the gross sales in order to know immediately what the cost of getting the business was. The head of the department will find out whether he is under or over the 10 per cent limit given him by the management.

Suppose, for example, that 50,000 catalogs were sent out, and that gross sales were $80,000. The cost of getting business then became 12½ per cent, because the 50,000 catalogs at 20 cents each made an expenditure of $10,000. That is, the cost of doing business is 2½ per cent over the limit.

This catalog either should have done $20,000 more business, or else $2,000 less should have been spent. For the second issue, therefore, it will be simpler to spend $2,000 less rather than count on an ability to increase sales. For the latter task, more figures would be necessary.

Cost Variables.—In order to reduce the cost of selling by mail, it is necessary to understand thoroughly the various factors which may affect it. By examining each carefully, the sales cost may be cut down from 12½ per cent to the necessary 10 per cent. These variables are:

1. Cost of catalog:
   (*a*) Number of pages.
   (*b*) Size of pages.
   (*c*) Weight of paper:
      1. Postage.
2. Percentage number of orders received to number of catalogs sent out.
3. Average size of the order.
4. Strength of competition:
   (*a*) Prices of competitors.

At this stage of the proceeding, it is not possible to change the size of the pages, but it is possible to reduce the weight of the stock used. This will save both on the cost of the paper and in postage. By putting more merchandise on a page, the number of pages may be cut down. For example, by reducing the original 100 pages to 80 pages, by lowering the weight of the paper stock and using a slightly inferior grade, about $1,000 of the cost may be eliminated.

The grade of paper is not a point of fundamental importance. The large mail-order houses have proved that the illustrations, house policy, prices, and a variety of other things foster sales, not the grade of paper in the catalog. Their catalogs are printed on newsprint, a good-grade, light-weight newspaper stock, which costs about 3 cents a pound.

To make up the rest of the surplus sales cost, it will be necessary to depend on increasing the amount of the average order or the percentage of actual orders to catalogs sent out. If successful in the latter case, in the next catalog prices may be reduced a trifle because of the efficiency in mail-order selling and a proportionately decreased cost of selling.

While the sales cost was set as high as 10 per cent, if the cost of selling can be reduced to 7 per cent, prices may be reduced 3 per cent, and the same margin of profit can be made. Savings made through reduced costs can be passed on to customers through reduced prices, and this is good business.

Allotting Space to Departments.—In allotting space to departments it is necessary to study carefully the catalog with the stickers showing gross sales, item by item, and page by page. If there are many departments represented in the catalog, there must be some method of allotting a certain number of pages to each one. If left to the buyers or the department heads, confusion will result, for each will stress the importance of his department.

The only fair method is to allot space in the same way that department stores divide their show window and newspaper advertising space among departments. Each department is given a percentage of the whole number of pages. This percentage is based on the relation of the department's gross sales to the total gross sales brought by the catalog.

The cigar department, for instance, which brings in $8,000 out of the $80,000 gross sales should continue to have 10 per cent of the total available pages. The package drugs, which only brought in $1,600, should only have 2 per cent of the pages instead of the 6 per cent given it in the first catalog. Each department's allotment must be scientifically determined according to its increase or decrease in sales. Buyers and managers are stimulated to make better use of their allotments.

There is one notable exception to this method. Often a certain department's merchandise should be given a greater percentage of pages than its volume of sales would entitle it to under this plan, for the reason that its particular type of merchandise draws trade for other departments. Often the very reason for its small gross volume is the reason for its being a trade puller, as exampled by toys and novelties.

After the pages have been allotted to the various departments, the next step is to lay out the individual pages of the second issue.

Allotting Page Space.—In allotting space to any particular merchandise, the first step is to find out which types of articles had the greatest sales. By referring to the catalog pages which have been totaled at the top (Fig. 60), it is easy to see which particular groups brought in the most business.

For example, while the 100-page catalog did a total business of $80,000, or an average of $800 for each page, some pages sold far over the average. The page in the illustration returned $1,000, or 25 per cent over the average. Upon examination, it is found that $600 of the sales volume was derived from one item, a child's blackboard. The deduction can immediately be made that customers are particularly partial to this item, which did 75 per cent of the volume of the entire page.

The method of allotment used in deciding on the number of pages for each department is extended to the allotment of page space for particular merchandise. Accordingly, in the next issue the best seller, in this case the combination blackboard, will be given 75 per cent of the page on the scientific supposition that it pays to exploit the best sellers. Especially in mail-order selling, where the element of personal salesmanship is entirely lacking, following the path of least sales resistance is highly profitable.

The matter of selecting salable merchandise in mail-order selling may mean the difference between success and failure. Mail-order houses should not continue to send catalogs into territories from which no orders are procured, but should rather send more catalogs into territories where orders are forthcoming. There is usually some definite reason why certain territories do not yield profitable results, or why certain items in a catalog do not sell. It is logical, therefore, to concentrate attention on the items that do sell rather than to attempt to market non-selling items. Figure 61 shows the page of the catalog as arranged for the second edition, giving the blackboard 75 per cent of the space. The price of the article has been raised somewhat.

If in the second catalog the blackboard item shows $1,200 sales and the pages average $1,300, it will be necessary to give the item almost a page. More effort can be spent on the layout and

Fig. 61.—Allotting 75 per cent of a catalog page to a single blackboard. The result of careful calculation. See text.

Fig. 62.—One step ahead of the page in Fig. 61 more space allotted to the blackboard and greater effort given to featuring the details.

illustration. Figure 62 shows how the page will appear in the third edition. The price has again been raised, but the article has been improved.

Increasing Space.—Just as in the given example, the entire catalog is revised according to the best selling merchandise. For some articles the space is enlarged; for others it is cut down. Some poor sellers are entirely eliminated.

A frequent cause of error is the belief that a good buyer will be able to forecast which articles of merchandise are going to sell. The management believes that it is his business to know what will sell and what will not. But, as a matter of fact, no one knows what will sell from a catalog until the sales are in, except in a very general way. Those articles that sell best in a retail store may not sell in the mail-order catalog issued by that same store.

One reason is that the people who buy from a catalog are not the ones who come into the store. Another is that some articles which sell rapidly on actual sight and inspection are hard to illustrate and describe, and do not appear well on the catalog page. Whatever the reason, every buyer who has had experience with a mail-order department will admit that he cannot tell what is going to sell in advance. Once having found the best sellers, however, they are likely to prove constant successes for many years, except, of course, in the case of style and of novelty goods, or of seasonal specialties.

There is a limit to the possibilities in enlarging space for those items which prove successful sellers. This is the familiar law of diminishing returns. It is obvious that if there is a 100-page catalog with but one item on each page, there are only 100 items in all. That is, the very purpose for which enlarged space was given has been defeated. The purpose of enlarging space on best sellers is to give prominence to articles specially favored by customers. With one article on a page, none has prominence. Either the number of pages must be increased or a loss of sales through lack of a complete selection will result. This holds true both with a single department of a large mail-order catalog, and with the entire catalog of retailer, wholesaler, or manufacturer.

Within certain limits, cutting down the number of items of merchandise cataloged has its value, for every item less means more orders on the remaining numbers. In consequence, there is one less line to type on invoices, one less individual commodity to choose for cataloging, and one less article for the buyer to keep in stock. If more orders can be secured on less numbers, the result is lower prices both in buying and reselling through the catalog.

Pricing Catalog Items.—An important factor in all catalog building is the pricing of the merchandise. Where there are records existing over a number of years, it is possible to establish prices with almost absolute certainty. One of the large mail-order houses has a percentage cost of selling of 8.2 per cent.

It is almost impossible to price merchandise for mail-order selling unless the percentage cost of selling is known. This information ordinarily comes from past records, but in the case of a new house or a new article it is necessary to make several small advance tests to determine the exact cost of selling before branching out into large-scale operations. The method is described in detail in Chapter XII.

In selling a new article, two factors are usually known—first, the selling price, and, second, the manufacturing cost. The spread between the cost of producing and the retail price must cover three things:

1. The advertising and selling expense.
2. The overhead.
3. The profit.

As it is almost impossible to tell on a new item just what the selling expense is going to be, even though the overhead may be estimated, testing is the only method which will avoid mistakes so costly as to destroy or cripple mail-order operations.

If the cost of selling is too large, it reduces the amount of profit often to a point where no profit exists. If the test proves that the spread between manufacturing cost and retail selling pirce is not sufficient to carry the cost of selling by mail, then either the retail price can be moved to a higher level, or, as is more usual, the manufacturing cost can be reduced. The retail selling price is ordinarily determined far

in advance by means of market analyses, and comparison with competing articles on the market.

The only item, therefore, which can be changed is the cost of selling by mail. It is a well-known fact among advertising men that one piece of furniture will sell at a cost of 20 per cent, while a change in the selling appeal, and a different appearance of the literature, will bring the cost down to 10 per cent. It is well to make, therefore, a second test, using an entirely different appeal and different literature with another list of prospects. By comparing the results of the two tests, it is possible to discover whether or not the cost of selling may be reduced. If, after several tests, it is found that the selling cost cannot be reduced, the alternative is to raise the retail price, and make additional tests.

CHAPTER XV

PRODUCING THE CATALOG

To prepare and to publish a catalog is a task requiring much care and system, no matter how small the catalog may be. The average mail-order house publishes two main catalogs yearly, in addition to special catalogs, circulars, form letters, etc. The catalogs of Sears, Roebuck & Company run as high as 1,700 pages, requiring over 30 advertising men to buy the illustrations, write the copy, and correct proofs. Over a thousand printers are needed to produce the book. Each catalog costs in the vicinity of $1.20. About five million of the fall and winter edition are mailed, and about four million of the spring and summer issue, at a total cost for the catalog alone of about ten million dollars.

In producing such a large and expensive catalog, exact methods have been worked out for systematizing the work. While some of these methods may not be applicable in the production of the smaller catalogs, many of them should prove of value. Even the production of a 100-page catalog is likely to prove troublesome. At the last moment it is necessary to leave some things out; pages become lost; cuts are reordered unnecessarily, etc.

Allotment of Space.—The first step in preparing any catalog, large or small, is the allotment of space according to lines. This allotment, as described elsewhere, is strictly according to the importance of the merchandise or, in some cases, of the season. Toys, for example, would receive much more space in a fall catalog than in a spring edition.

The exact items to go on each page should be written in ink. This should be completed for the entire book. Once the allotment of space is decided upon, there should be no deviation from the arrangement.

Preliminary Layout of Pages.—When the articles for each page have been decided upon, it is possible to lay out the individual pages, with the assistance of a competent artist. The

preliminary layout planning is vital to the appearance of the book when completed.

Figure 63 shows the original pencil layout of a Sears, Roebuck catalog page as it was sent to the engraver with the samples. It also shows the completed page, which follows the original layout very closely. It is important to note how evenly balanced the cuts are. Single cuts are rarely used in the general catalog. The featured item is at the bottom, two lesser features in the upper left- and upper right-hand corners.

FIG. 63.—Pencil layout prepared by the author, from which finished page at right was produced by Sears, Roebuck & Company.

This page was laid out in pencil before any of the merchandise was photographed. If some old cuts had to be used for reasons of economy, then the pencil sketch should be drawn with this in mind. A much better way, however, is not to use the old engraving, but simply to use the old drawing in connection with new drawings of the merchandise on the rest of the page.

Keeping Records of Pages.—One of the most important factors in efficient catalog preparation is a system for keeping record of

the development of each page in the catalog. For purposes of illustration, suppose the catalog was to consist of 120 pages. Twelve hundred tags are secured, divided into ten colors, 120 of each color. The ordinary 2-in. round "garment" tag, with a small hole for the string, will serve.

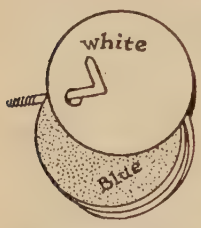


FIG. 64.—Ordinary brass cup hook and colored "garment tags" used in system for keeping record of catalog pages. See text.

One hundred and twenty ordinary cup hooks are now secured, in the size on which the tags will fit (see Fig. 64). These hooks are mounted on a board in rows of 16 or 32, depending upon how many pages the printer will set up in each signature. Each row must represent one signature, so that the printer may be started on signature 1 while signature 2 is still in preparation.

Figure 65 illustrates the completed schedule board for the catalog. The hooks are numbered from 1 to 120. Each tag

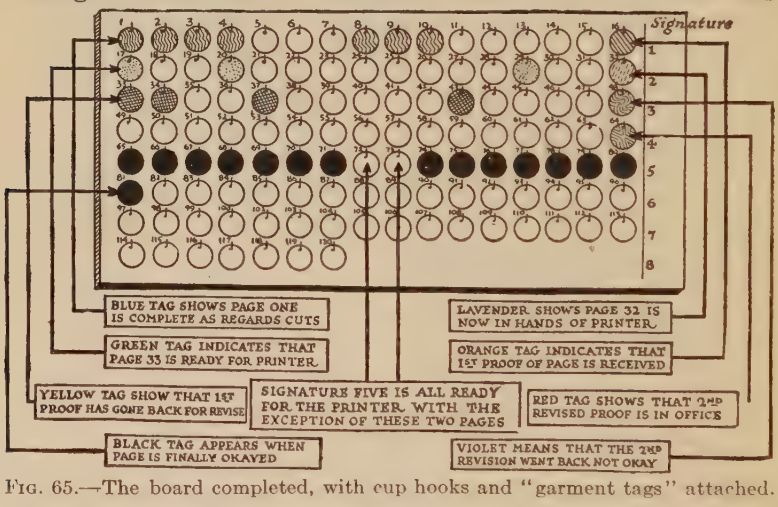

Signature
1
2
3
4
5
6
7
8
BLUE TAG SHOWS PAGE ONE IS COMPLETE AS REGARDS CUTS
GREEN TAG INDICATES THAT PAGE 33 IS READY FOR PRINTER
LAVENDER SHOWS PAGE 32 IS NOW IN HANDS OF PRINTER
ORANGE TAG INDICATES THAT 1ST PROOF OF PAGE IS RECEIVED
YELLOW TAG SHOW THAT 1ST PROOF HAS GONE BACK FOR REVISE
SIGNATURE FIVE IS ALL READY FOR THE PRINTER WITH THE EXCEPTION OF THESE TWO PAGES
RED TAG SHOWS THAT 2ND REVISED PROOF IS IN OFFICE
BLACK TAG APPEARS WHEN PAGE IS FINALLY OKAYED
VIOLET MEANS THAT THE 2ND REVISION WENT BACK NOT OKAY

FIG. 65.—The board completed, with cup hooks and "garment tags" attached.

on each hook is numbered to correspond with the hook number. Ten tags are hung on each hook in the following order

1. White.
2. Blue.
3. Green.
4. Lavender
5. Orange.
6. Yellow.
7. Red.
8. Violet.
9. Pink
10. Black.

At the start each hook is shown with the white tag uppermost, indicating that no work as yet has been done on the page. Each of the other colors indicates that the work is done to a certain point. For example:

Blue indicates that the page is complete as regards cuts.

Green indicates that the page is ready for the printer.

Lavender indicates that page is now in hands of the printer.

Orange indicates that the first proof of page has been received.

Yellow indicates that all first proof has gone back for revision.

Red indicates that the second revised proof has been received.

Violet indicates that the second revision was returned as not satisfactory.

Pink indicates that third revise has been received.

Black indicates that the page has finally been approved.

Ordering Engravings and Drawings.—The object of the above arrangement of a routine system is to finish one signature at a time if possible. Orders for photographs, drawings, and engravings should be placed with this end in view. Much depends on whether the samples on certain pages are ready. As soon as all the merchandise on any particular page is ready, it can be "tagged," and sent to the engraver.

Each sample must be furnished with the following information:

1. Catalog page number on which cut is to appear.
2. Catalog number of the merchandise.
3. Whether the sample is sufficient as it is, or whether certain parts must be adapted or changes made.

With this information in his possession, the engraver will know exactly what articles go on certain pages. He can compare them with the layout for size, proportion, and perspective.

When the merchandise has been sent to the engraver, the order for drawings and cuts should be placed. A standard purchase requisition may be used for this purpose, but a special form is better, printed on stock 4 by 6 in.

This order should state clearly the type of engraving wanted, whether wood cut, outline half-tone, combination line and half-tone, or vignetted half-tone, etc. The order should be sent to the engraver with an exact copy of the pencil layout for that particular page.

A carbon copy of this order should be filed in a special 4 by 6 file, which has previously been prepared with guides bearing the numbers 1 to 120. Figure 66 shows the file arrangement.

The order should be filed under the page number on which the cuts are to be used. The advantages of filing engraving orders are readily apparent. The file may be examined and it can be ascertained immediately which engraver is working on which page, whether all samples have been delivered to the engraver, and how many engravings are completed.

In this file should also go the carbons of the shipping order for the samples, and also the engraver's receipt for the samples. The file will show the progress of each catalog page.

When the engraver finishes the cuts of a page, he forwards the plates to the printer, and sends the printer's receipt for these plates to the mail-order house. This receipt, of course, bears the catalog page number, and is filed under that number. At the same time the engraver forwards a proof of the plates. These proofs also bear the page number as well as the merchandise catalog number under each illustration, for identification purposes. These proofs also go into the special file.

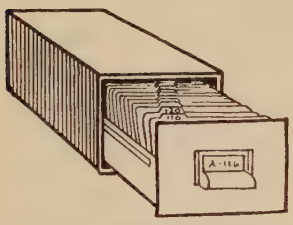


FIG. 66.—File used in keeping carbon copies of engraving orders.

As fast as the engravings for a page are completed, the white tag is removed from the hook on the board and placed last on the hook. On the tag is written the date the last cuts were completed. Blue tags now begin to appear, indicating that the engravings for these pages are completed and that the next step in the process has come.

Layouts and Copy for the Printer.—Suppose that a blue tag appears on hook No. 31. The first thing to do is to remove the entire contents of the section in the file under 31. All proofs of cuts for that page will be found there, each one numbered 31 and each cut bearing the merchandise catalog number, written on by the engraver after comparison with the information sent him with the sample merchandise.

With these proofs in hand, it is possible to make the layout for the printer. Suppose that the page size is 8 by 11 in. Several

hundred layout sheets will then be prepared, slightly larger than the page size, or about 9½ by 13½ in. Each of these will be printed like the one shown in Fig. 67.

The page size is outlined in very faint blue ink and criss-crossed in "picas," the printers' measure. Every sixth criss-cross line is heavier, indicating inches. Six picas or ems make an inch.

This layout sheet bears a form in the upper right-hand corner, which tells what page the layout is for, etc.

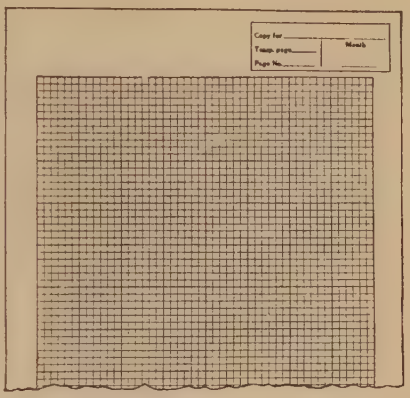


Fig. 67.—Layout sheet, size 9½ × 13½ in., with form in center printed in very light blue ink, size of catalog page type form.

It is a simple matter to paste the proofs of the cuts on this layout sheet so that they match exactly the original pencil layout of page 31, as found in the dummy book.

No copy may be written on the layout sheet. But "A," "B," "C," etc., may be marked under each illustration, or the catalog number of the merchandise which the illustration represents. This will indicate to the printer the accompanying copy for each cut.

Fig. 68.—Copy sheet with printed record form in upper right hand corner.

The Copy.—Copy is written to fit the spaces under each illustration exactly. The dummy book, containing the pencil layouts of the pages, is used as a guide. New copy is typewritten on light-weight onion skin paper in columns not over 4 in. wide, double-spaced. It is then cut apart in sections, just as the

layout indicates, and is filed under the correct page number with the proofs of the engravings, orders, etc.

A manila sheet, exactly the same as the layout sheet, except that it has no criss-cross faint-blue ruled lines, is used (see Fig. 68). On this sheet is pasted the copy, using plenty of space, and keeping it in the center. It may require six or seven copy sheets for the copy for page 31 alone. Each copy sheet is numbered in the space provided in the upper right-hand corner, such as "Page 31, Sheet 1;" "Page 31, Sheet 2," etc.

When the copy sheets are completed, they are pinned to the layout sheet, as illustrated in Fig. 69. First comes the layout

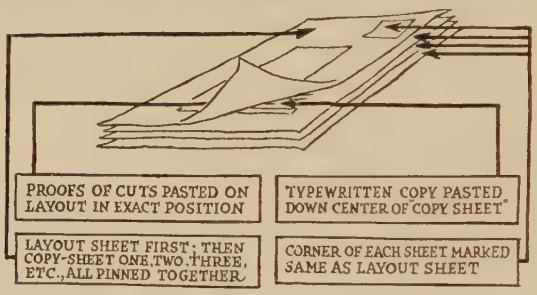

PROOFS OF CUTS PASTED ON LAYOUT IN EXACT POSITION
TYPEWRITTEN COPY PASTED DOWN CENTER OF COPY SHEET
LAYOUT SHEET FIRST; THEN COPY-SHEET ONE, TWO, THREE, ETC., ALL PINNED TOGETHER
CORNER OF EACH SHEET MARKED SAME AS LAYOUT SHEET

FIG. 69.—Arranging the copy for the printer Layout sheet with cuts pasted up with six copy sheets attached, each one numbered consecutively. Copy is typewritten and pasted down center of "copy-sheet."

sheet and then the copy sheets. Page 31 is now complete and ready for the printer, with the exception of "marking up" the copy, indicating lengths of lines in picas, and type styles and sizes. This requires an exact knowledge of the printer's art, and is not necessary if the work is being done by a reliable and competent printer.

As soon as page 31 is ready for the printer, the blue tag on page 31 is removed. The date and hour the page was completed is entered, and the blue tag is placed at the back. The green tag, which now comes into view, gives notice that the page is ready for the printer.

When a signature is completed, or even before, if so desired, the pages are wrapped, tagged, and sent to the printer. The printer must sign a receipt for them, and the receipt is filed in the cabinet under the number of the first page in the signature. When the signature leaves the office, every green tag on the board

in that signature is moved to the back, uncovering the lavender tags, which show that the printer has the pages, and also the date on which he received them.

The Proofs.—As fast as the pages are set up, the printer furnishes proofs. These are made on special proof paper, the exact size of both the layout and the copy paper. This paper bears a form in the lower right-hand corner for approvals.

When the first proof of a page arrives, the lavendar tag is removed, the date of receiving the proof entered, and the orange tag appears. This shows that a proof of that page is in the office and must be handled quickly.

If it is possible to approve the proof immediately on the first presentation, all the remaining tags are skipped and the black one is placed on top to show that the page is complete and ready for the press. But if a revised proof is necessary, then the yellow, red, violet, and pink tags are used for successive proofs, the dates being entered on each tag.

When the black tag appears on a solid row or "signature," that form is ready for the press. If a signature is ready for the press with the exception of one page, the fact shows up with remarkable clearness on the board. No trouble is experienced in locating the difficulty; the last colored tag indicates exactly who has it, and on what date it was received.

The above system of handling catalog pages is simple. A girl or a boy can be given charge of the board and the file, leaving the advertising man's time for the writing of copy, superintending the photographing of merchandise, approving drawings and engravings, etc.

In the Chicago plant of Sears, Roebuck & Company, the printers also have a system similar to the one described, and are able to tell at a glance where certain pages or proofs are located, and how long they have been held. The catalog is printed entirely in its own plant on huge 96-page Cottrell rotary presses. Some such system of control is essential to prevent holding up one of these presses.

PART V
MAIL-ORDER LITERATURE

CHAPTER XVI

MAIL-ORDER PRINTED MATTER

In addition to the catalog, which has already been discussed, the following forms of mail-order printed matter are in common use:

1. The booklet.
2. The bulletin.
3. The broadside.
4. The folder.
5. The envelope enclosure, or stuffer.
6. The mailing card.
7. The letterhead.
8. Novelties and miscellaneous.

Although the various factors already described as fundamental in selecting the proper form of literature are all-important, there are many cases where the ultimate decision will be based on personal liking, past experience, or the artistic conception of the individual. One advertising man, when presented with a given list of facts, will produce a 16-page booklet, 4 by 9 in., with a return order card, the whole printed in rotogravure. Another advertising man, given the same set of facts, will produce a small folder, a return envelope, an order blank, and an envelope enclosure. Both may be equally successful. Provided that the eight factors for selecting the proper medium leave the choice between several types, there is no set rule for selecting the exact size and shape of the mailing literature.

THE BOOKLET

A booklet is distinguished from a catalog more by its contents than by its appearance. Mere size is no criterion; a booklet may be large, and a catalog small. The catalog, however, delivers its selling arguments in concentrated form, the booklet in more extended fashion. The catalog is ordinarily used for reference purposes, and contains a variety of lines, styles, sizes, etc. The booklet is more often used for single lines or products.

The booklet may be made in any size, in any number of pages, to fit any subject. It possesses a great advantage over most other types of mail-order literature, in that it tends to prevent the reader from reading the conclusions before the introduction.

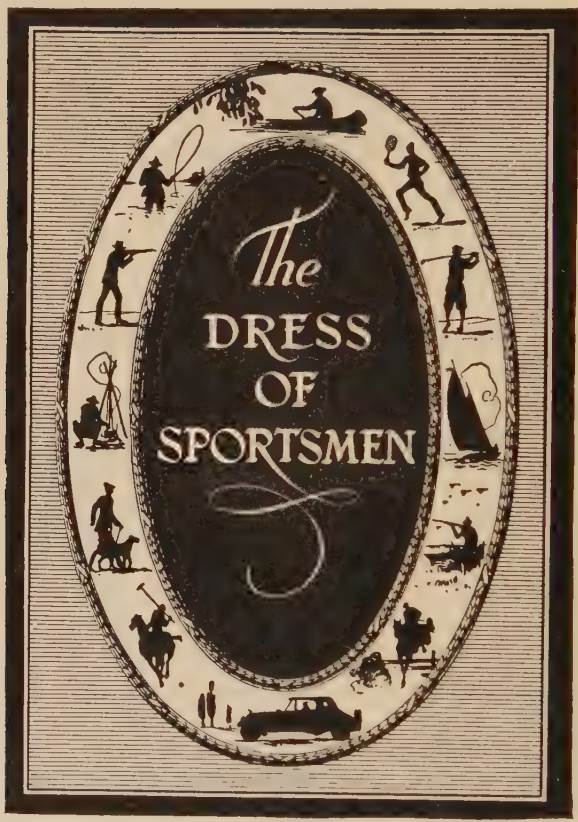


FIG. 70.—A booklet cover, coordinated to the merchandise—the silhouettes cover the entire range of sport.

Booklet Building.—Regardless of what the booklet is trying to sell, or how elaborately it is made up, there are certain primary considerations to be observed:

In the first place, the booklet must follow out the ordinary selling procedure of attention—interest—desire—action.

1. Attention is ordinarily secured by the physical form of the booklet, the color design, the title, or some other attention-

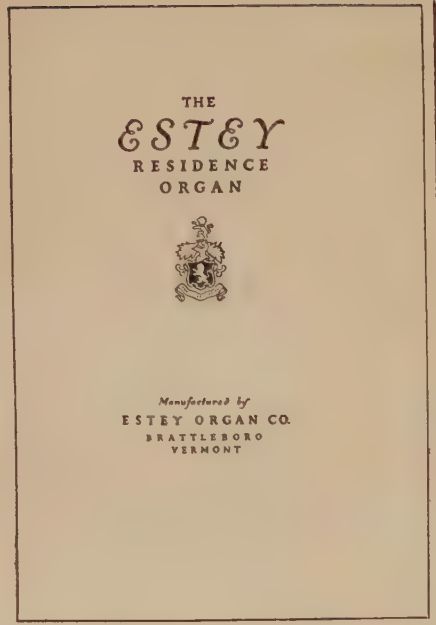


FIG. 71*a*.—Beautiful type faces suggest spirit of fine product.

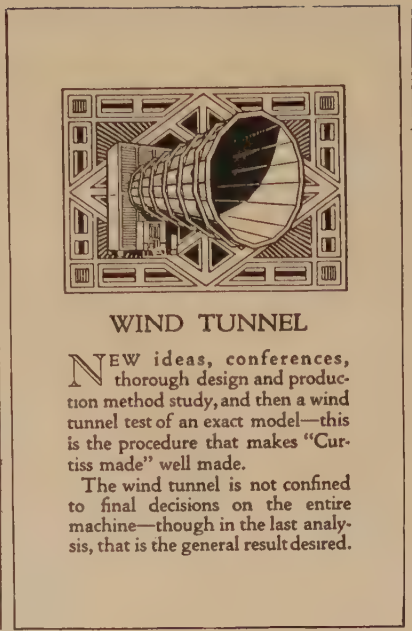

WIND TUNNEL
NEW ideas, conferences, thorough design and production method study, and then a wind tunnel test of an exact model—this is the procedure that makes "Curtiss made" well made.
The wind tunnel is not confined to final decisions on the entire machine—though in the last analysis, that is the general result desired.

FIG. 71*b*.—Cut tied up to reading matter by clever selection of initial capital.

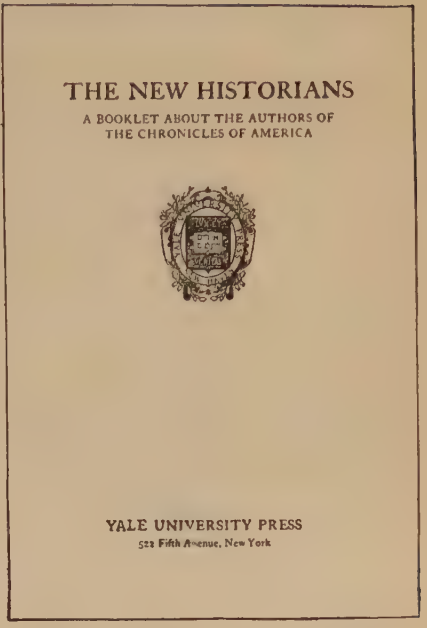

THE NEW HISTORIANS
A BOOKLET ABOUT THE AUTHORS OF THE CHRONICLES OF AMERICA
YALE UNIVERSITY PRESS
522 Fifth Avenue, New York

FIG. 71*c*.—Dignity of subject expressed by simplicity of type.

compelling factor. The device for attracting attention should be linked with the product to be sold. As in the case of the catalog, the cover for a booklet should be carefully selected to harmonize with the subject matter. Figure 70 is an excellent illustration of cover design coordinated with the product to be sold. Almost every type of sport is depicted in miniature.

Texture of paper and color of stock should be chosen only after careful forethought. Typography may help or hinder. Figure 71*a*, 71*b* and 71*c* illustrates how the type face may be made to convey the atmosphere of the booklet, while still appearing distinctive.

The idea has become prevalent that no booklet will receive attention unless it is expensively prepared. This is not necessarily true. The manner in which the appearance is connected with the article to be sold is more important often than the actual expenditure.

For the title of a booklet it may be sufficient to head the booklet with the name of the company. It is more frequently desirable, however, to add some degree of novelty to it. "Nothing's Too Good for the Boy" may be better than a bare heading of "Boys' Clothing."

2. An introduction is ordinarily used to secure interest. The prospect is led from points of universal interest to points of specific interest. The introduction to a booklet serves as a transition from the general to the specific. Every successful booklet, therefore, has some sort of introduction designed to secure the interest of all potential users of the product or of service to be marketed. The introduction takes the place of the preparatory remarks of the salesman, and is designed to leave the prospect in a receptive frame of mind for the sales arguments.

Figure 72 illustrates an introduction to a booklet published by the Ovington Gift Shop of New York. It leads the reader from the idea of gifts in general to those particular gifts which may be secured at Ovington's. The illustration itself helps to create the atmosphere of distinction and individuality desired.

3. Creating desire is accomplished by the expository section of the booklet, which is ordinarily the longest and most detailed part. It is particularly important when selling articles of a technical or a complicated nature, or services. It also plays an important

part in the selling. Figure 73 is a example of desire-creating copy as used by a travel agency. The descriptive copy is directly aimed at stimulating the human desire for seeing other parts of the world.

"The Gift Shop of Fifth Avenue"

IF OVINGTON'S has for your choosing more gifts and more charming gifts than any other shop in the whole wide world, it is because, without halt or falter, it searches the world to get them for you.

Its ambassadors know well, countless little towns in every land where groups of artisans are designing and making clever things; they know makers on the great boulevards of Europe's capitals and they know the ingenious products of our own land as well. Under their critical eyes, each year, pass thousands upon thousands of new suggestions. And from these countless candidates they select the new, the odd, the interesting.

The Shop to which Good Gifts Come

All year round the search goes on—and all year round the gifts arrive, until the Gift Shop of Fifth Avenue is abundantly provided with thousands of gifts for you to give.

In this booklet you will find many of our most charming things. Gifts, of course, but also a legion of those engaging little touches which have power, far beyond their size or price, to lend new charm to the rooms you know so well.

At Ovington's there are, it is true, thousands more that cried for admittance to these pages, but were denied because there is so little room. But what is shown is enough to give you a taste of our quality and an idea of the values.

And whether your choice rests upon something in this booklet, or whether your desires turn down another lane, you are sure of a careful execution of your commands, for your post orders are taken care of and handled with the dispatch and precision that we have attained in serving thousands all the world over.

FIG. 72.—Read this excellent introduction to a booklet, and see how and why it awakens interest in the gifts described on following pages.

4. Action in a booklet is secured in a number of ways, depending on the individual case. It may be a mere summary of conclusions, a return card, a coupon, or a request that the prospect write for further information.

Granada and the Alhambra

A city of running waters, and flashing fountains, Granada is situated in one of the loveliest plains in all the world, with the snow-capped Sierra Nevada Mountains in the distance. In the Cathedral are the tombs of Ferdinand and Isabella, the most sumptuous in the world. The pride of Granada is the beautiful Alhambra, of all the structures built by man, one of the foremost in magnificence and splendor. It required over a century to build. Its decorative art has never been excelled. The view from the Generalife Palace overlooking the Alhambra is one never to be forgotten so great is its scenic beauty.

Gibraltar

This is the ponderous rock which Hercules is supposed to have found shutting off the Mediterranean from the ocean and cleft asunder, uniting the great inland sea and the Atlantic, leaving massive promontories on either side. On each of these was erected a pillar to commemorate the fact, hence the name, Pillars of Hercules. From the highest point of the Rock of Gibraltar, 1430 feet high, the view is indescribably beautiful. Since 1704 the rock has been a British fortress. Batteries have been erected as high as 1350 feet above the sea.

Algiers

East and West meet in Algiers, the African Paris. It is a sumptuous resort on the edge of the Mediterranean and the capital of the French colony of Algeria. This was once the coast of Barbary, where Commodore Decatur won immortal fame against the pirates that once terrorized the Mediterranean, and in the course of years had enslaved many thousands of men from all nations, working them to death in chains. As a French colony it is well ordered and quite safe for the visitor. The low, one-story houses, which rise gracefully in terraces of hills, are of dazzling whiteness, and above them frowns the Kasbah, an ancient fortress, 500 feet above the sea.

The city is beautiful and has a special charm at first view. The older town, or Arab quarter, is divided from the newer French city by the Rue de la Lyre. When you cross this street you step back a thousand years. Scenes similar to those described in the "Arabian Nights" may be observed on all sides. The presence of Arabians, Turks, Moors and Bedouins in their native garb; the lounging natives at their games of chance; the snake-charmer and story-teller in the public streets—all display the Oriental character of this part of the world.

FIG. 73.—Makes you want to travel, doesn't it? The art of creating desire is an important part of selling by mail.

The Balanced Booklet.—The successful booklet is balanced in its various component parts. The introduction, the exposition, and the urge to action are all equally important and cannot be neglected. If the booklet is devoted exclusively to a description of the product, it will fail because the interest of the reader is not gained, nor is there any concerted plan to bring him to act upon what he reads. Similarly, too long an introduction and too short an exposition will fail because the prospect will not be convinced.

Suppose, for example, it is desired to compose a real estate booklet for selling suburban property, and to follow out the four steps in booklet building already discussed. According to Philip Vyle, in the *Mailbag*, the procedure would be somewhat as follows:

1. Attention would be secured on the cover by a photoengraving or a two- or three-color geometric design having a close relationship to a scene on the property. The title might be embossed, depending on circumstances. The inside title page would carry either a full-page or a half-page view of a part of the property or a cameo decoration, with lettered or type captions.

2. The introduction would lead from the general to the specific. The town itself is described with its natural advantages, climate, healthfulness, opportunities, water, gas, electricity, etc. Its future plans for development would be touched upon, such as public enterprises, improvements, streets, buildings, railways, streets, etc. There might be something said about the principal industries. To form a transition to the specific property to be featured, a general description of sites is given, with elevation, drainage, transportation, churches, banks, libraries, etc. The whole booklet is illustrated.

3. The exposition continues without a break in regard to the property in question. The size of the lots, the price, terms, kind of deed, title, insurance, and taxes are all carefully brought out. Just as in the case of catalog building, it is desirable to forestall all reasonable objections. The whole should be presented from the viewpoint of the buyer rather than the seller. All the known requirements of people about to purchase a home are brought in.

4. Action may be secured in various ways, depending on the type of property and prospect. It is desirable in the conclusion of the booklet to say something about the integrity and honesty of the firm selling the property.

Limitations on Use of Booklets.—The average booklet has certain well-defined limitations. It is primarily a selling medium, designed for leisurely consideration. It is not a reference book like the catalog. Nor is it, like the folder, designed to catch the attention and secure action immediately. The booklet is ordinarily used to sell articles for which a certain period of deliberation is necessary, and which have a fairly high unit price.

One disadvantage frequently encountered is that merchandise cannot be illustrated properly within the page size of the booklet. This is sometimes overcome by enclosing a special photographic insert with the assembly. There is an absence of opportunity for large display in the booklet.

Another disadvantage of the booklet is the difficulty of determining how long the selling copy should be. If too much copy is included, the booklet will appear forbidding, and will not secure a reading. If too little is written, the selling argument may not be complete.

A final consideration is the added expense of folding and fitting booklets into envelopes.

BULLETINS

A bulletin, as its name implies, is designed to give information about the product in use. Generally, it is published periodically, and is in the nature of supplementary sales literature. It can be effectively used as a follow-up for catalogs, giving, in addition to special information, bargain assortments of merchandise or other merchandise offerings. In this way it combines the function of the catalog with that of the bulletin.

Unlike the catalog, the bulletin has no standard system of merchandise arrangement. Unlike the booklet, the bulletin has no cover and no introduction. The greater part of the copy is usually reading matter. It may be self-contained, or sent in a wrapper or an envelope.

There is no standard page size for bulletins; they are usually larger than booklet size, and permit free use of illustrations, graphs, tables, etc.

Figure 74 shows a typical bulletin, combining instruction, sales offerings, testimonials, explanations of guarantee, etc. the subject, shrubs and plants, is one particularly fitted for the use of bulle-

tins, because the market is a repeat one, and the seasonal appeal is very strong.

BETTER PLANTS

God's first gift to man was a Beautiful Garden

VOLUME I SEPTEMBER, 1923 NUMBER 6

Known from coast to coast, and even in foreign countries, the fame of the Lilacs in Highland Park, Rocheater, New York, grows each year. More than 500 varieties are in the collection. During the blooming season thousands of visitors throng the Park daily, fascinated by the varied colors and forms of these lovely flowers.

Lilacs—"The Flowers that Washington Loved"

Lilacs make a sentimental appeal to all Americans familiar with the old-time gardens of town and country. Lilac-time is spring-time at its best; when the air is filled with far-flung fragrance, what more delicate token can one bring to a friend or sweetheart than "just a bunch of lilacs"?

What more cheerful sight in May than a venerable old lilac tree, weighted with bloom, by the farm-yard gate; for the big old specimens do become veritable trees and it seems the older they grow the more profuse the bloom, and herein is one of its chief merits, for once established a lilac is a joy for a lifetime.

I do not know if the lilacs I saw at Mt. Vernon are the ones originally planted by Washington, but I can well believe so, for where my grandmother used to live are wonderful old lilacs that were planted long before the gold rush to the New Eldorado in 1849. Now, after threescore and ten years, they bloom in old-time splendor.

Syringa—Philadelphus

Syringa is the botanical name for the lilac. Out West we used to call the mock oranges "syringas." The common purple or white lilac of an old garden is *Syringa vulgaris*, a native of southeastern Europe, Hungary, and the Balkan countries. The syringas comprise a dozen or more distinct species, most of which, except *Syringa vulgaris*, are natives of northern and central Asia.

French Lilacs

Most of the many beautiful hybrid forms now found in large collections were obtained by Lemoine, from crosses of the common lilac with a rather early flowered Asiatic species, *Syringa oblata*. One who has not seen them would hardly believe the wonderful results of these crosses. The trusses have been greatly enlarged; many of them have full, double flowers of great size. The range of colors has been greatly extended, varying from white and creamy white to soft shades of pink and rose, soft blues, violets and heliotropes, deep purple-crimson, and dark purple-garnet. Can you imagine a richer group of colors, or a combination more entrancing in its harmony?

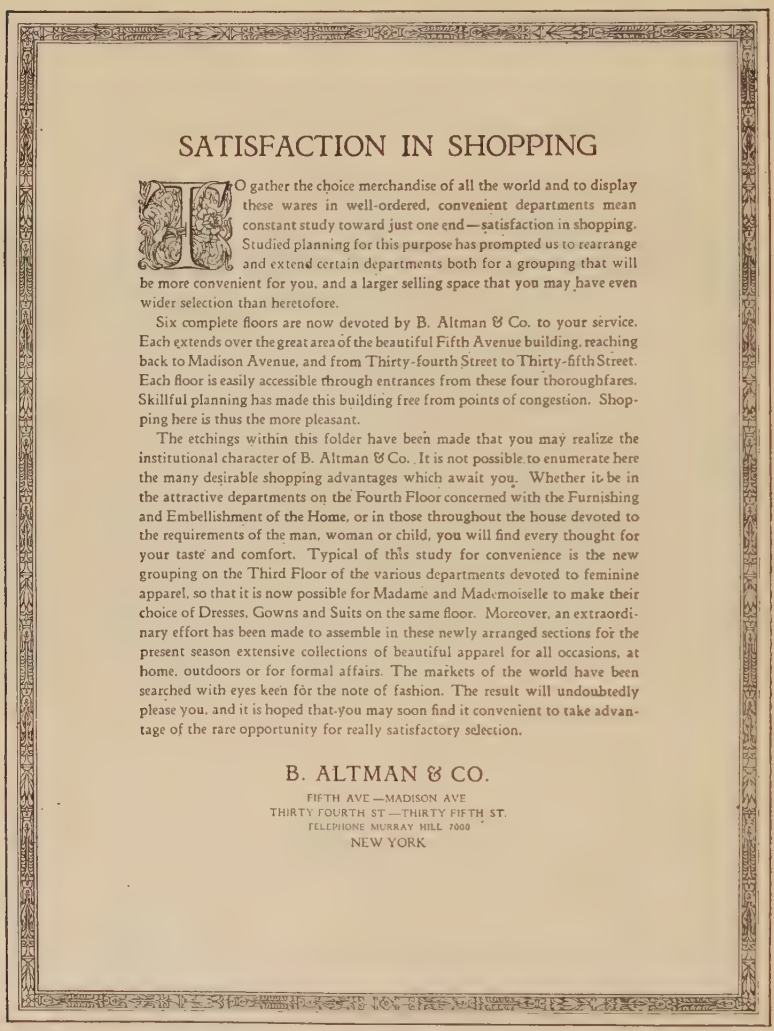
Season of Bloom

Lilacs generally begin to bloom about the middle of May, with about a week's variation in the blooming period of the different varieties. To these Lemoine has added a new race of hybrids, crosses of the common lilac with the Asiatic species Giraldii, a very early blooming variety which has transferred its early blooming qualities to its hybrids which come into bloom a week earlier than the other varieties. They are all single and in shades of violet, and are very rapid, strong growers and extremely profuse bloomers. This past season they bloomed unusually early, being at their best the last of April.

FIG. 74.—"Better plants by Farr" is the slogan of the seed house from whose bulletin this page was reproduced.

A bulletin need not actually offer any merchandise, but may be used entirely for securing goodwill. This is illustrated in Fig. 75

where the bulletin has been used by B. Altman & Company to familiarize its mail-order customers with the selling concern.



SATISFACTION IN SHOPPING

TO gather the choice merchandise of all the world and to display these wares in well-ordered, convenient departments mean constant study toward just one end—satisfaction in shopping. Studied planning for this purpose has prompted us to rearrange and extend certain departments both for a grouping that will be more convenient for you, and a larger selling space that you may have even wider selection than heretofore.

Six complete floors are now devoted by B. Altman & Co. to your service. Each extends over the great area of the beautiful Fifth Avenue building, reaching back to Madison Avenue, and from Thirty-fourth Street to Thirty-fifth Street. Each floor is easily accessible through entrances from these four thoroughfares. Skillful planning has made this building free from points of congestion. Shopping here is thus the more pleasant.

The etchings within this folder have been made that you may realize the institutional character of B. Altman & Co. It is not possible to enumerate here the many desirable shopping advantages which await you. Whether it be in the attractive departments on the Fourth Floor concerned with the Furnishing and Embellishment of the Home, or in those throughout the house devoted to the requirements of the man, woman or child, you will find every thought for your taste and comfort. Typical of this study for convenience is the new grouping on the Third Floor of the various departments devoted to feminine apparel, so that it is now possible for Madame and Mademoiselle to make their choice of Dresses, Gowns and Suits on the same floor. Moreover, an extraordinary effort has been made to assemble in these newly arranged sections for the present season extensive collections of beautiful apparel for all occasions, at home, outdoors or for formal affairs. The markets of the world have been searched with eyes keen for the note of fashion. The result will undoubtedly please you, and it is hoped that you may soon find it convenient to take advantage of the rare opportunity for really satisfactory selection.

B. ALTMAN & CO.

FIFTH AVE.—MADISON AVE.
THIRTY FOURTH ST.—THIRTY FIFTH ST.
TELEPHONE MURRAY HILL 7000
NEW YORK

FIG. 75.—A stately old Fifth Avenue store uses the bulletin effectively in securing good will.

BROADSIDES

The broadside is a single folded sheet of paper, differing from other mail-order forms chiefly in size. It may be autocontained

Every Two Weeks
You get a new number of
VOGUE
Last Chance
ending November 1st, 1923—to get
Do You Know
which of these fashions are
Coming
Going
Gone
?
2 years of Vogue at $7.00
[48 issues at 14 cents each, a saving of $9.80 over single-copy price]
TRUE economy isn't in going without—always a hateful process. Or in buying fewer or cheaper things. True economy is in getting the right clothes in the first place. Then you don't discard, later on, and have the expense of buying again.
You can get full value for every cent of the hundreds you will spend this autumn, next winter, through all 1924, and the spring, summer, and autumn seasons of 1925, by taking this Last Chance Offer of 48 issues of Vogue for $7. These 48 issues of Vogue will guide you to the right clothes in the first place, saving you from the dissatisfaction of wearing an ugly hat or gown, or the extravagance of casting it aside unworn.
VOGUE'S FORECAST OF AUTUMN FASHIONS IS THE FIRST NUMBER YOU RECEIVE
Also you get Vogue's NINE Service Departments
Vogue's Paris Letter
Vogue's Information Service
Vogue's Dress Designs
Vogue's "For the Hostess"
Vogue's Interior Decoration
Vogue's Advertising Pages
Vogue's Travel Bureau
Vogue's School Service
Vogue's Shopping Service
This Special Offer of TWO YEARS for $7 is good only until November 1st. Sign and mail the order card NOW. You will receive the Forecast of Autumn Fashions at once.
The regular price of Vogue is $5 a year

FIG. 76.—The broadside done artistically by Condé Nast. A sense of bigness and importance is generated by the broadside as by no other type of sales literature.

OPINIONS That COUNT

"DR. CRANE—THE PETER PAN OF MORALIZING JOURNALISTS—THE WHITE-HAIRED PLAY BOY OF THE WESTERN WORLD."
—John S. Phillip

From Boston's favorite paper, The Evening Transcript.

"If one wishes to read something that will cause a laugh and then read some more and laugh again, and then do some real, deep, serious thinking, one should get hold of these books. They will cure indigestion, drive away the blues, make one patriotic, and are a good remedy for poverty. Under Dr Crane's hand familiar truths seem rare, impressive, startling. His is the fine art of saying things. What the world needs is its best thought expressed for it, not in the droning monotone of the average moralist, but in flashes of wit and in laughter-compelling paradoxes."

From John M. Siddall, Editor, The American Magazine:

SID SAYS "Dr. Crane is a living wonder. He is the doggondest combination I ever saw of the idealist and the practical man. His head is sometimes in the clouds, but his feet are always on the ground. When he unwinds to his full length he is about a mile high. He does an enormous amount of good. His writings are read by millions."

From The Atlanta Constitution:

"Dr. Crane's Essays are just as popular with the business man and the professional man as with the scholar. His books are friends whose love and friendship are so strong and inspiring a library one loves to keep them convenient and turn to them again and again."

From Bruce Bliven, Managing Editor, The Globe, New York City:

"Just ten words or so to say that any man who can write as beautifully as you do has not lived in vain. You know — or ought to know—how hard it is to make a Managing Editor 'sniffel.' And, darn it, you have done it!"

From the Pacific Coast:

"Like a breath of fresh air. The quality that has made his ideas so popular as a newspaper feature is even more plainly seen when the articles are taken together. . . . Dr. Crane is a real force in present-day American thought."—*Seattle Sun.*

"Packed with wisdom. Fine to keep on your table and to take up for daily reading."
—*San Francisco Chronicle.*

"Dr Crane is a new Solomon. His advice of to-day makes the world better and his cheerful optimism is a good, healthy tonic."—*The Oregonian*, Portland, Ore.

From Rev. Newell Dwight Hillis, Plymouth Church, Brooklyn:

"I wonder if you realize what an army of friends you have made in this country who daily look for your message and who are supported by the staff and bread you bring them. You are one of the few of your generation loved, admired and trusted."

From Walt Mason, Emporia Gazette:

"I have a great admiration for Dr Crane. He writes more good horse sense than anybody I know of. Any book bearing his brand is bound to be of genuine service to the reader."

From the Chicago Daily News:

"Each and every essay is worth careful reading and is so cheerful, hopeful, inspirational, so friendly and personal, that he will create a host of new friends to add to his legions and spread his wonderful, uplifting influence over wider and wider circles and reaches."

From The Literary Digest:

"Dr. Crane is an independent writer, an essayist of a new sort, with a new message for the multitude; an optimist seeing always the good in the common things. He pried his way in where others would have remained outside. Now he has his audience and his common-sense philosophy reaches millions through the daily newspapers. Dr. Crane is a radical idealist, an uncompromising believer in God and the Golden Rule, likewise a hopeful believer in Man. And here in these pages his thoughts run to a kind of common sense that should be more common."

DEPARTMENT OF LABOR
OFFICE OF THE SECRETARY
WASHINGTON

The Publishers of Current Opinion,
New York City.

Gentlemen:

Long life to Dr. Frank Crane, bringer of sweetness and light into countless lives! Any one in my present position, looking into the world of industry with its seething forces and cross-purposes, is especially well able to appreciate fully the work of these like Dr. Crane who are doing so much to make reasonableness, friendliness, tolerance, and a decent respect for the other fellow, everyday facts in our everyday lives. Those grand old-homely qualities were never more needed than now. If the rest of us would only practice them as whole-heartedly as he preaches them, we should have a vastly more peaceful and prosperous world, inside or outside of industry.

The results of such a work as Dr. Crane is doing are not to be computed in cold statistics, but the influence for good that he exerts must be very great and widespread. A splendid use he has made of his gifts. I am sure that every day he has more and more silent partners in his business of "selling" to the country the only commodity that is at the same time priceless and free, always on hand and always too scarce--simple Brotherhood.

Let me repeat, a long life to Frank Crane, who has made life mean so much more to so many of our people.

Sincerely yours,

Secretary of Labor.

Give Dr. Crane Four Minutes a Day

At your home or in your office or on the train between the two *and learn from him the real joy of living.*

From John Barton Payne, Former Secretary of the Interior

"Just the book to be on your bag when you travel—read an essay—then look out of the window. I never have been able to read consecutively on a train—the landscape is so attractive—even the plains, but to read something helpful, interesting and short is a joy."

From the New York Times:

"His short essays express in terse phrase the brisk American optimism. It is not mawkish or spineless: on the contrary, it is vigorously upstanding. But it is determined to see good in everything—everything, that is, except pessimism."

From Joseph Fort Newton, Pastor of the Church of Divine Paternity, N. Y. City:

"In a day of fads and quacks it is good to have a writer for the people whose wisdom is so spiritual and whose spirituality is so practical. His influence is like a fresh mountain stream in the current of opinion."

From C. E. Shuit, Superintendent of Education, St. Paul, Minn.:

"I feel they are full of truth and human interest and read them as regularly as a religious man goes to church."

From S. C. York, Atlanta, Ga.:

"I am one of the owners of your wonderful Four-Minute Essays. I only wish they were thirty minutes instead of four. Thank you for the joy and uplift they are to me."

A Few Titles from the 400 Four-Minute Essays

Abraham Lincoln, the Common Man.
Life as a Business Proposition.
The Unconquerable.
Socrates.
The Most Important People in the World.
America's Coming of Age.
Fool's Gold.
The Path to Perfection.
There is no Laboring Class.
Printer's Ink as a Medicine.
A Woman's Prayer for the Man Over There.
To France.
God and the Little Boy.
The Prayer of the Outside Sheep.
Death the Most Beautiful Adventure in Life.
The Ideal Woman.
Efficiency.
The Art of Making Mistakes.
The Watch, the Clock and the Drum.
Money Makers.
The Coming of Democracy.
The Sunny Side of the Hill.
How to Go to Sleep.
The Yeast of '76.
The Little God of Happy Endings.
The Only Way.
The Criminal Class.
Politics and Human Waste.
A Kind Word for the Capitalist.
An Open Letter to a College Graduate.
The Temple of Solitude.
Rembrandt.
Hunting a Job.
Salesmanship.
Poisoning the Child Mind.
The Second Wind.
The Money Value of an Education.
The Gentleman Nation.
The Musical City.
Our Enemies.
A Dull Day.
Human Flies.
The Universal Blunder.
Brains.
Self-Cure.
Vision.
Old Songs, Old Flowers and Mother.
Smile with Me, Not at Me.
Elbert Hubbard.
The Joy of Work.
If I were God.
DAD.
The Part of Me that Doubts.
The Real Aristocrat.
From the Chin Up.
The Ideal and the Job.
Job and His Wife.
Friend Bed.
The Fat Man.
A Son's Letter.
Polishing the Halo.
Heaven Help the Poor.
You.
Rust.
The Duty of the Rich.
Japanese Common Sense.
Curing the Hurt of the World.
Morality Wrong End To.
Here's To Your Good Health.

AND 330 MORE

FIG. 77.—The broadside as used in selling books.

or mailed in an envelope. There is usually a display of large type, showy illustrations, and frequently color is employed to attract the eye. The chief advantage of the broadside is its ability to attract attention through large illustrations, large type, large captions, and lavish use of color.

The broadside has advantages which the booklet lacks. In a broadside the reader is likely to jump from the attention-getting

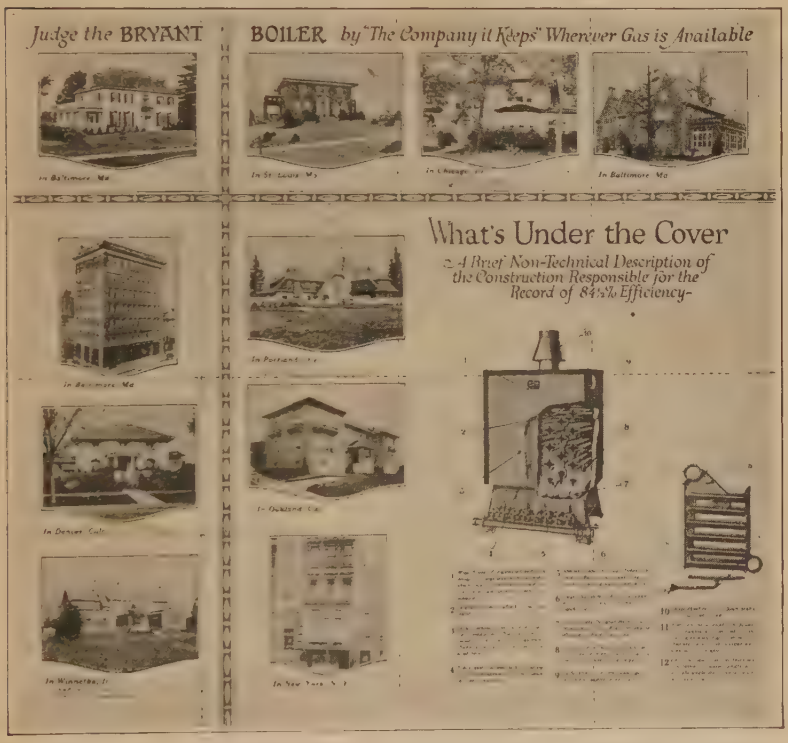

Judge the BRYANT
BOILER by "The Company it Keeps" Wherever Gas is Available
What's Under the Cover
A Brief Non-Technical Description of the Construction Responsible for the Record of 84.5% Efficiency-

FIG. 78.—A broadside. Dotted lines show how it was folded for mailing.

illustrations, captions, and color to the closing of the sale, prior to having any real interest or desire aroused. It is difficult to design a broadside which will effectively prevent this, and the clever advertiser attempts to lead the eye of the reader down through the various steps of the sale by mechanical means, using illustrations, arrows, different arrangement of layout, etc.

Broadsides may form part of an assembly or be mailed singly. If it is to be a self-contained unit, it should, of course, be on heavy stock and of a texture and character sufficiently strong to withstand mailing through the post office without damage. If the broadside is to be used in an assembly, the paper stock may be of lighter weight, being only heavy enough to present a pleasing appearance.

Figure 76 shows the broadside prepared by the Condé Nast Company to sell subscriptions to *Vogue*, *Vanity Fair*, and *House and Garden*. The sense of bigness, which is the motive behind the use of broadsides, is carried out by illustration, type, and color emphasis.

Figure 77 is another example of a broadside used for selling books, in connection with securing subscriptions to *Current Opinion*. This illustrates a most effective use of the testimonial in connection with the broadside.

Figure 78 shows a folder adaptation of the broadside to the selling of a technical product—the Bryant Gas Boiler for steam, hot water, or vapor heating.

FOLDERS

The term "folder" has come to have a somewhat narrow meaning in advertising. It generally includes only mailing pieces which are folded in some unusual fashion. It may be self-contained or mailed in an envelope. The folder has fewer limitations on size and paper stock than any other medium of mail-order selling.

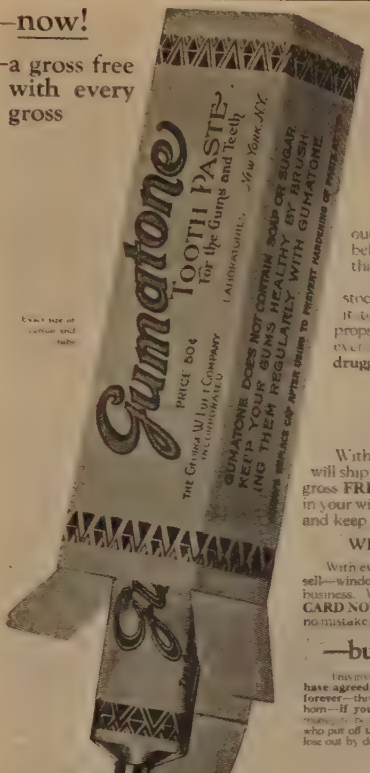
A folder generally includes a return postal card, either enclosed with the folder or actually forming a part of it.

The feature of the folder is the attention-attracting qualities it possesses. It is very difficult to secure order and sequence, the attention of the recipient naturally being directed to the most prominent part of the folder.

The novelty of the attention-compelling idea in the folder may be able to secure attention, but frequently the recipient is attracted solely by the device employed, and not to the part of the folder where the product is explained. The device used for securing attention must be linked with the product to be sold.

—now!

—a gross free with every gross



—you can make $96 or more—

HERE is a tooth paste deal on the popular Gumatone Tooth Paste that will make you sit up and take notice. You can **make** $96 out of a deal that only costs you $48. Through the offer below we give you $144 worth of Gumatone for $48. Is that interesting in these days? Then read on.

To introduce to those druggists who have not yet stocked Gumatone and to help those who have stocked it to make still **more** money, we are going to knock the props out from under every tooth paste deal that was ever offered—we are going to give, to only **one thousand druggists** who will co-operate with us,

½ gross FREE with ½ gross!
1 gross FREE with 1 gross!
3 gross FREE with 3 gross!

With every gross you buy, at $48 (the regular price), we will ship you as compensation for your active support another gross **FREE!** All that we ask is that you display Gumatone in your windows using the material we send you without charge, and keep some of it in a prominent place on your counters.

WE WILL HELP YOU SELL GUMATONE

With every gross of GUMATONE we include the stuff that makes it sell—window display, cards, strips—all good selling-aids that build your business. We make no charge for this—it is yours if you **MAIL THAT CARD NOW!** GUMATONE will sell if you give it half a chance—make no mistake about that. And it will repeat as fast as any paste you ever sold.

—but this offer stops on March 31st

This give away deal is only good for a short while—**until one thousand druggists have agreed to cooperate.** But, to these **1000** druggists we will continue this deal **forever**—the offer is not a one-time proposition—it is good until Gabriel blows his horn—**if you continue to support Gumatone.** If you want to get in on the real money to be made here you must work fast, act today. Those druggists who delay who put off taking advantage of this offer while it is red hot will be too late. Don't **you** lose out by delaying. Be one of the thousand druggist-money-makers.

SEND NO MONEY!

Do not send us money. Do not even bother to sign the card. Your name is already on it. Simply attach your label, tear it off and mail it right now while you have it on your mind.

—check the size deal you want and

MAIL THIS CARD →

there is nothing else to do. It's simple and easy. Tomorrow never comes. Neither does next week. But today is here.

You can sell Gumatone at the full price of 50c. per tube—it at 25c. per tube and we will [illegible] you [illegible] you can't help but make money. And [illegible] in our advertising in magazine posts or [illegible] you [illegible] to cut it to the wizard—**you still double your money!**

Figure it out like this:

AT PRINTED PRICE 50c.	
You sell 2 gross at 50c a tube, or	$144.00
You pay for 2 gross (1 gross Free)	48.00
REAL PROFIT	**$96.00**

AT REDUCED PRICE 39c.	
You sell 2 gross at 39c a tube, or	$112.32
You pay for 2 gross (1 gross Free)	48.00
REAL PROFIT	**$64.32**

AT LOWEST PRICE—35c.	
You sell 2 gross at 35c. a tube, or	$100.80
You pay for 2 gross (1 gross Free)	48.00
REAL PROFIT	**$52.80**

PRIVATE MAILING CARD

ONE CENT WELL SPENT

The George W. Luft Co., Inc.
181 Eighth Avenue
Long Island City
New York

8-1

FIG. 79.—A folder printed in two colors on heavy white folding bristol. The self-contained return postal is perforated for easy removal.

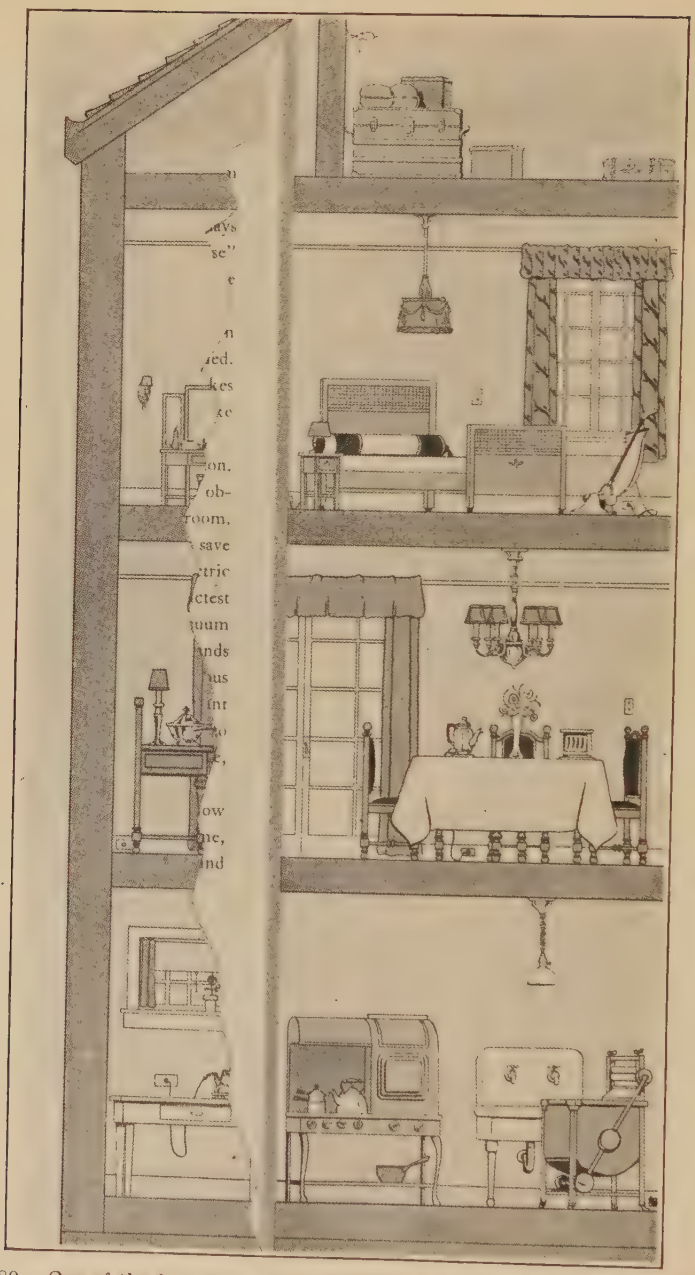
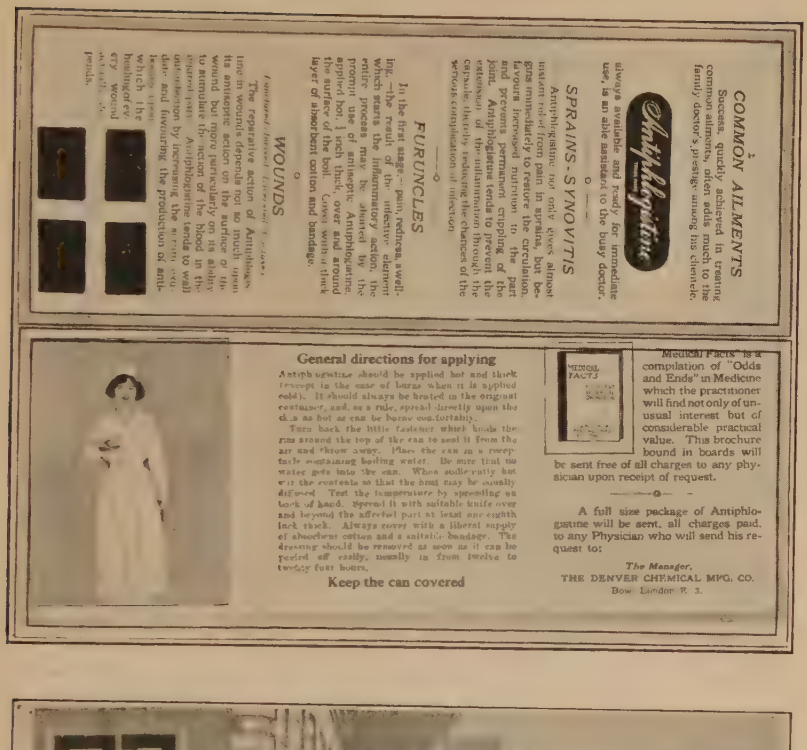


FIG. 80.—One of the favorite methods of folding a folder is to hide beneath one fold, a part of the message.


COMMON AILMENTS
Success, quickly achieved in treating common ailments, often adds much to the family doctor's prestige among his clientele.
Antiphlogistine
always available and ready for immediate use, is an able assistant to the busy doctor.
SPRAINS - SYNOVITIS
Antiphlogistine not only gives almost instant relief in sprains, but begins immediately to restore normal conditions. It favours increased nutrition in the part and prevents permanent crippling of the joint. Antiphlogistine tends to prevent the extension of the inflammation through the cellular tissue, thereby reducing the chances of the serious complication of infection.
FURUNCLES
In the first stage — pain, redness, swelling, — the result of the infection which starts the inflammatory action, the entire process may be aborted by the prompt use of antiseptic Antiphlogistine, applied hot, 1 inch thick, over and around the surface of the boil. Cover with a thick layer of absorbent cotton and bandage.
WOUNDS
The reparative action of Antiphlogistine in wounds depends not so much upon its antiseptic action on the surface of the wound but more particularly on its ability to stimulate the action of the blood in the deeper tissues. Antiphlogistine tends to wall off infection by increasing the activity of the blood-vessels, thereby causing the formation of pus, which the healing of every wound demands.
General directions for applying
Antiphlogistine should be applied hot and thick (except in the case of burns when it is applied cold). It should always be heated in the original container, and, as a rule, spread directly upon the skin as hot as can be borne comfortably.
Turn back the little fastener which holds the rim around the top of the can to seal it from the air and throw away. Place the can in a receptacle containing boiling water. Be sure that no water gets into the can. When sufficiently hot stir the contents so that the heat may be easily diffused. Test the temperature by spreading on back of hand. Spread it with suitable knife over and beyond the affected part at least one eighth inch thick. Always cover with a liberal supply of absorbent cotton and a suitable bandage. The dressing should be removed as soon as it can be peeled off easily, usually in from twelve to twenty-four hours.
Keep the can covered
MEDICAL FACTS
Medical Facts" is a compilation of "Odds and Ends" in Medicine which the practitioner will find not only of unusual interest but of considerable practical value. This brochure bound in boards will be sent free of all charges to any physician upon receipt of request.
A full size package of Antiphlogistine will be sent, all charges paid, to any Physician who will send his request to:
The Manager,
THE DENVER CHEMICAL MFG. CO.
Bow, London, E. 3.

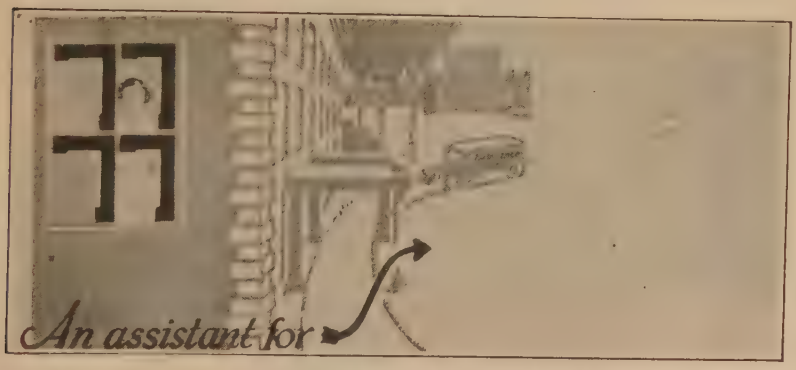


FIG. 81.—A die-cut folder. The nurse's picture shows through from the inside pages.

Self-contained folders are held together by a tongue-and-slot arrangement, by some form of paster, or occasionally by wire clips. The latter method, however, is being discouraged, owing to trouble in sending through the mails.

The utility of the folder is dependent upon its ability to get immediate action. Hence, the make-up, the typography, the use of color and illustrations—all must be aimed at this one point.

The appearance of the outside of the folder is of primary importance. One of the most frequent methods used is to attempt in some way to arouse the curiosity of the recipient. The folder illustrated in Fig. 79 has on the outside the words, "Here is $96. for——" followed by an arrow pointing inwards. On opening the folder the recipient finds that he is given a certain number of tubes of tooth paste free with a certain volume of order.

Figure 80 is ingeniously arranged so that on opening the folder additional rooms in the house having appropriate electric equipment are displayed.

A frequent device used in making up folders is to cut part of the title page away, in order to display some picture or word printed or illustrated in the interior. In Fig. 81, the outside cover forms a window through which the nurse on the inside is looking.

The method of folding is capable of almost limitless variation. One of the favorite methods is to fold as in Fig. 80, leaving part of the second fold to be opened before the entire message is displayed.

The inside of a folder usually contains the selling copy. Like the broadside, the attention will normally go first to the most attractive bit of text, typographically speaking, and there is danger that selling copy will be overlooked. One remedy is to make the copy as brief and as convincing as possible.

ENVELOPE ENCLOSURES

The envelope enclosure, frequently known as a stuffer, may be a single slip of paper, a leaflet, or a even a small booklet. It is distinguished by the fact that it is mailed as an enclosure with the regular mailing, whether letter, catalog, or other form.

"Here is one for each of you-
"I want each of you to keep his copy handy where you can refer to it quickly when you are in doubt as to your procedure. I am satisfied that the constant, systematic use of this book by all of us will save this bank hundreds of dollars besides preventing costly court actions with the subsequent ill-will of good customers and the loss of profitable accounts."
"I feel that all of us need the concentrated knowledge that this book contains, so instead of buying but one copy for myself I purchased one for every man in the bank that could possibly make use of it. Here are your copies. Read, study and investigate with the help of the material in your book, all of the various situations that may arise in our business that can in any way make us liable. If each of you will do this I feel that the year to come will present very few problems that we cannot solve without outside assistance. That is all. Thank you."
Corn Exchange Bank of New York Buys 45 Additional Copies
AMERICAN BANKERS ASSOCIATION, New York.
Dear Sirs:
We will be pleased to receive, 46 additional copies of "Digest of Legal Opinions," to be delivered to this bank.
Very Truly Yours,
(Signed) F. T. MARTIN, Vice President.
The Corn Exchange Bank
Buy a copy for each officer and teller in your Bank
DIGEST OF LEGAL OPINIONS OF THOMAS B. PATON
SEE OTHER SIDE THIS SLIP for partial list of banks that have each purchased many copies for the use of their cashiers, tellers and officers.

FIG. 82.—An envelope stuffer which accompanied an assembly of mail-order pieces.

FREE!
— this patented
automatic sharpener
for a limited time!
FOR a limited time, with every order for $4.50 or over, we will give one of these quick-acting sharpeners.
There is nothing else to do—no strings to this offer. Do not sign anything or write anything. Just fill out the enclosed order blank for the useful knives made from the Genuine Failor-Martin Non Stain Steel. Be sure your order totals up to $4.50 or over and we will wrap one of these sharpeners right in with the knives you order.
But do not wait! Do not put off ordering. Not only are the prices quoted on the knives and forks very special and subject to withdrawal upon notification to you, but this offer of the FREE Sharpener can only remain in effect a very short while.
Nothing is more exasperating than a dull knife, and when you are busy you hate to stop to sharpen your knives up. When you are not busy you forget. The result is that you go on from day to day using dull knives. It interferes with speed in getting your kitchen work done—especially if the dull knife is a paring knife and you have lots of potatoes to peel for dinner.
Just draw this sharpener over the edge of the blade once or twice and then try the knife—you will be surprised at how sharp it is. This sharpener does not grind the knife sharp—it actually cuts it sharp. The little wheels shown on the picture at the left are of carbon steel which is harder than diamond. It actually peels a little spiral of steel right off the edge of your knives and puts a wonderfully sharp edge on them in a few strokes.
FAILOR-MARTIN CORPORATION
610 BLOOMFIELD AVE.
BLOOMFIELD, N. J.

FIG. 83*a*.—Another envelope stuffer, printed on cheap paper and used as a "filler" to bring assembly up to postage limits.

The original purpose of the envelope enclosure was to take advantage of the fact that the minimum postage on the envelope allowed for more weight than was taken up by the original contents. Consequently, envelope enclosures have been abused in the endeavor to fill the envelope without planning carefully in regard to the contents.

As used at present the envelope enclosure performs the following functions:

1. Supplements Sales Message Contained in Other Literature.—Figure 82 shows a typical envelope stuffer used to supplement other sales literature. The object here is to concentrate

No Matter What Other Magazines You May Take
Be Sure To Include The Motion Picture Magazine
Every member of the family enjoys the Motion Picture Magazine.
Of particular interest to the grown ups is the fiction—the young folks enjoy the special articles about their favorite screen stars—and for the still younger members of the family there are pages upon pages of photographs of the people they have seen at the "movies."
The Motion Picture Magazine is in a class by itself. It is not to be taken instead of, but in addition to other magazines. No reading table should be without it.
Educational? Yes! But before everything else, the Motion Picture Magazine aims to entertain you.
Editorial comments, Question and Answer Dept., Letters to the Editor, Criticism of the latest pictures, News items humorous and otherwise, short stories, serial stories, special articles, rotogravure section of pictures—these things and more are offered each month for your pleasure and information.
Don't fail to include the Motion Picture Magazine in your list.
MOTION PICTURE
Motion Picture Magazine
One Year $2.50
Two Years $4.50
Mail Order and Remittance to
H. G. CARTWRIGHT
1362 78th Street
Brookyln, N. Y.
Enclosed find $..... for which send the magazines checked on other side, to
Name
Street and No.
City
State

FIG. 83*b*.—Inexpensive slips of paper, dropped into outgoing mail-order assemblies are called "envelope stuffers"—they cost nothing to mail, and are useful accessories.

the testimonials on one sheet to secure the combined effect. Furthermore, the testimonials stand more chance of being examined when used in this form. When used on the regular sales, literature, they tend to detract from the purely sales arguments.

2. Attempts to Sell Another Product in Addition to the One Featured in the Bulk of the Literature.—Figures 83*a* and 83*b* shows typical examples of enclosures. Enclosures of this type are the most common. They are particularly favored in securing magazine subscriptions by agents, and in selling specialties of one kind and another.

3. Tries to Indicate Special Bargains for Use in Follow-up Literature.—Suppose, for example, that a catalog has been sent

BIG BARGAINS
for OCTOBER
Cadet Peppermint Patties
Will fairly melt in your mouth. Large delicious peppermint cream dipped in a heavy coating of rich chocolate. These patties are of extra high quality.
Reg. Price per lb 60c
SPECIAL 39c
KLENZO Liquid Antiseptic
A scientific preparation for combating germs in the mouth, teeth, gums, throat, nose and mucous surfaces. A valuable aid in the treatment of pyorrhea.
Regular 25c bottle of 4 oz.
GIVEN AWAY
with every 50c tube of
KLENZO Dental Creme
This keeps the teeth clean, white and beautiful. It corrects mouth acidity, retards bacterial growth and hardens the gums.
Cadet Milk Chocolate Peanut Chews
A combination of chewy caramel and chopped peanuts covered with rich milk chocolate, making a delicious eating confection. Extra large, extra good.
Regular Price 69c
SPECIAL 49c
Harmony Quinine Hair Tonic
Acts directly as a germicide, and its tonic nature builds up the resistance of the scalp. This tonic greatly aids nature in keeping the hair strong and abundant.
Regular Price 50c
SPECIAL 39c
PONTEX
Pontex Fabric Paper and Envelopes
A good quality, stylish stationery with a fabric finish.
The box is very good looking.
The quantity is generous—48 sheets and 48 envelopes
Something you use almost every day.
Reg. Price 50c
SPECIAL 39c
Rexall
Beef, Wine and Iron
A blood builder and strength restorer. A reliable tonic which gives the system renewed vitality. One of the surest aids in warding off coughs, colds and throat troubles.
Regular Price $1.00
SPECIAL 79c
Riker's Ilasol
A wonder preparation for beautifying the arms, face, neck and hands. Keeps the skin in excellent condition for the man who shaves daily.
Regular Price 25c
SPECIAL 19c
Puretest Epsom Salt
Positively the purest made — Easy to take. A wonder cathartic—especially for middle aged and elderly people who suffer from auto-intoxication resulting in digestive disturbance and mean little headaches.
Regular Price 25c
SPECIAL 2 for 25c
Zinc Oxide Surgical Plaster
Made of the finest material. Will stick or mend so many things it should be kept handy in every home.
Large spool 1 inch by 5 yards.
Regular Price 40c
SPECIAL 29c
Klenzo Atomizer
A very useful article at this season. Finely-made, hard rubber stem, large bulb and tubing. Fitted with extra nasal tip. Takes either oils or thin solutions.
Usually sells for $1.25
SPECIAL 98c
A High Grade Ladies' Comb
This comb is made of high grade rubber specially treated, and is of full 8 in. length — the right size for the dresser.
GIVEN AWAY with a Hair Brush
Purchased at the regular price of $1.00 or over.
SPECIAL 19c Each
Zinc Oxide Ointment
Convenient, sanitary, 1 oz. package of this excellent protective and healing ointment for wounds, cuts and abrasions.
Regular Price 25c
SPECIAL 15c
The Rexall Store
MYRON PUFF
Pharmacist
The Busy Drug Store. MILLERTON, N. Y.
Ballardvale Brand True Fruit Jams
Made from the finest selected fresh fruits and cane sugar. Comes in three delicious flavors, Strawberry, Raspberry and Grape.
Grape . . . . . 2 for 45c
Strawberry & Raspb'y 2 for 49c

FIG. 84*a*.—An enclosure used by a small town drug store listing special bargains.

out and no orders received. In the next mailing, a letter and an enclosure pointing out special bargains are sent. Figure 84*a*

shows an enclosure used with a bulletin, sent out by a retail drug store, listing special bargains for October.

The envelope enclosure is used largely for direct-mail purposes where the returns are not immediate. Enclosures are often used to exceed the postal limit, therefore more than one enclosure is seldom advisable.

Banks and other types of business-selling services find the envelope enclosure a profitable method of building up a clientele.

FIG. 84*b*.—The Continental and Commercial Bank of Chicago issued this envelope stuffer to sell the idea of savings accounts to parents of new babies.

Figure 84*b* shows the exterior of an envelope enclosure issued by the Continental and Commerical Bank of Chicago, endeavoring to sell the savings account services of the bank to parents with new babies.

Many manufacturers and jobbers have found that envelope enclosures are of great use in disposing quickly of left-over and extra merchandise. The large mail-order houses are not exceptionally large users of envelope enclosures. One of the most profitable uses of the enclosure is in connection with a short sales

letter which calls attention to the more detailed description in the leaflet.

Since enclosures are made to fit the size of the ordinary envelope used, sizes are usually designed either for a No. 6¾ (3⅝ by 6½ in.) or a No. 10 (4⅛ by 9½ in.) envelope.

It is necessary to change enclosures frequently, if mail goes to the same list. The enclosure is useful where only a local list is used, because it can be prepared at such small expense.

MAILING CARDS

Mailing cards may be of two types:

1. The Government Post Card, either Single or Double.—The single form is furnished by the government at a cost of $10 a thousand, the price of the paper stock included. Many mail-order advertisers have used government post cards successfully. It has several disadvantages, however, due to the limited type space, which does not permit large illustrations, displays, or selling message. Further, no enclosures or return pieces may be included.

The simplest of the self-contained mailing pieces is the double government post card. It eliminates some of the disadvantages of the single form, in that nearly the entire space may be used for presenting the selling arguments, and the other side of the double post card used as the return order blank, or order card, both going under one-cent postage. There is, however, considerable waste in the unused return postage.

2. The Private Mailing Card.—Figure 85 shows a private postal card used for mail-order purposes. Description and prices are on one side, and a photograph of the garments on the other.

Where private postal cards are used, advertisers should attempt to keep the size within 4 by 9 in. Cards wider than 4 in. are likely to be mutiliated in the packages of mail bundled by postmen and clerks. Pieces larger than 4 in. in width are bent and cut by the string. The best sizes to use are 3¼ by 5½, 4 by 6, and 4 by 8½, all of which cut without waste from standard mill sizes of stock.

The privately printed postal card must carry the cost of the paper stock, whereas the government post card merely takes the price of the postage. In large printings, this makes an appreci-

able increase in the cost of the campaign, and sufficient study should be given to the problem to see whether or not a private mailing card is of advantage over the government post card. Printing costs are, of course, the same.

Where a post card or double post card or private mailing card are not sufficiently large to carry the selling message or to permit the use of the right type of illustration, or where the surface of the card is not smooth enough for printing the fine half tones required

Fig. 85.—Actual photographic post cards are used by mail-order sellers where detailed illustration helps make sales.

in color work, the mail-order seller necessarily reverts to the folded broadside or the self-contained mailing folder.

On a private mailing card or postal card, it is not necessary to print the side upon which the address and stamp appear. Nor does the government insist that the words, "Private Mailing Card," be printed. Accordingly, unless it is desired to print this side for its effect on the recipient, it can be left entirely blank, and a saving in presswork effected.

An ingenious use of the one-cent mailing card is illustrated in Fig. 86. The stamp itself is used to seal the front of the postal card. The outside appeals to the curiosity giving no inkling of what is inside. On opening the postal card the selling copy uses the broadside method—large type and color emphasis on price. One of the flaps forms the return card. Observe that the address on the card forms the signature of the order blank, obviating all effort on the part of the recipient and facilitating action.

FIG. 86.—Here the stamp itself is used to seal an ingenious double-flap postal card.

MULTIPAGE AND FOLDER LETTERS

Using the letter as a medium of printed and illustrated sales matter is not a new idea. For a long time it was employed to a small extent in the form of a photograph of the plant on the single sheet. Then it was discovered that more printed matter could be included profitably on the letterhead under certain conditions. Finally, experiments were made with multipage and folder letters. The use of such a letter does away with the necessity for enclosures, is comparatively inexpensive, and presents the selling arguments compactly and in logical sequence. The letter itself

The only complete drug store service ever offered
For prices, see next page
—what you get in this outfit
Economy and Service
A little gift will oft reveal
The thoughts that lie too deep for words
Your dollars ought to have more power
Complete
A Stock of Sales Cards on Every Subject
A Beautiful Window Dressed in Thirty Minutes
Fits Any Window—Any Store
Any Druggist Can Afford This Service
Send No Money! simply mail the enclosed card.
A Complete Change of Displays Every Two Weeks—26 Different Outfits as Follows:
M-R-W SALES SERVICE COMPANY

FIG. 87.—The inside two pages of a four-page letterhead folder.

tells the introductory part, while the rest of the pages are devoted to exposition and closing arguments.

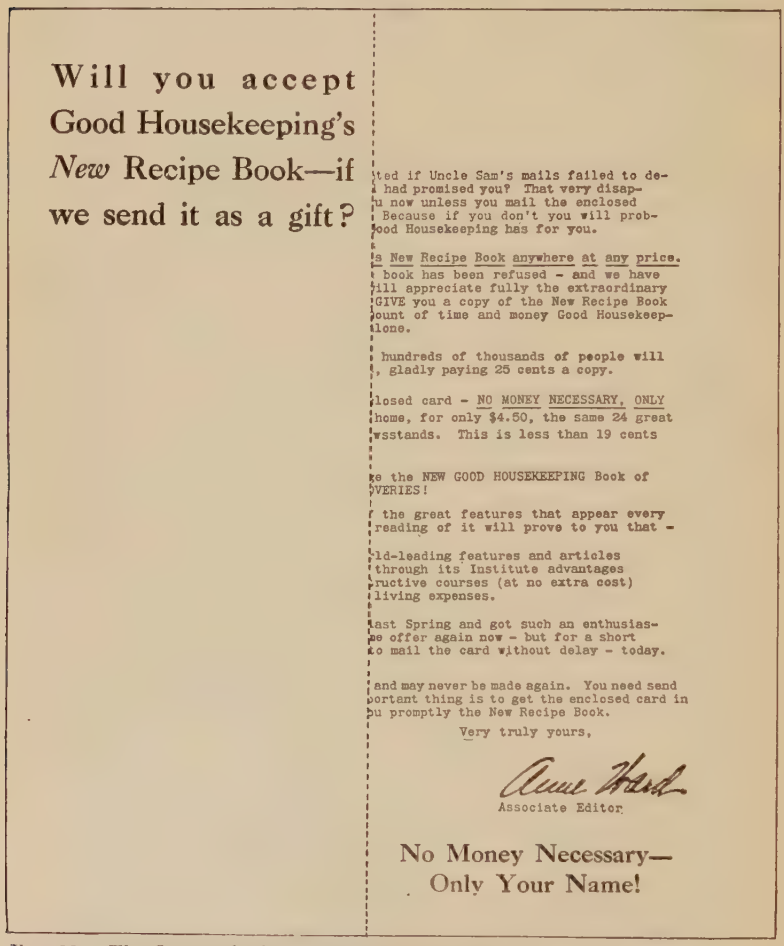
Figure 87 shows a form of multipage letter which proved very successful in selling to retailers. The description is on the inside

FIG. 88.—Sometimes the letter itself is carried over to the second, third and even the fourth pages of a multi-page letterhead.

pages, the prices on the back. Color is used to emphasize the most important points. The illustration of the product is large

and attention-compelling, showing actually what the goods will accomplish.

One of the principal reasons for the success of this form of sales medium is the personal touch given by the letter itself, which



Will you accept Good Housekeeping's *New* Recipe Book—if we send it as a gift?

ted if Uncle Sam's mails failed to de-
had promised you? That very disap-
u now unless you mail the enclosed
Because if you don't you will prob-
ood Housekeeping has for you.

s New Recipe Book anywhere at any price.
book has been refused - and we have
ill appreciate fully the extraordinary
GIVE you a copy of the New Recipe Book
ount of time and money Good Housekeep-
lone.

hundreds of thousands of people will
, gladly paying 25 cents a copy.

losed card - NO MONEY NECESSARY, ONLY
home, for only $4.50, the same 24 great
wsstands. This is less than 19 cents

e the NEW GOOD HOUSEKEEPING Book of
VERIES!

the great features that appear every
reading of it will prove to you that -

ld-leading features and articles
through its Institute advantages
ructive courses (at no extra cost)
living expenses.

ast Spring and got such an enthusias-
e offer again now - but for a short
o mail the card without delay - today.

and may never be made again. You need send
portant thing is to get the enclosed card in
u promptly the New Recipe Book.

Very truly yours,

Associate Editor

**No Money Necessary—
Only Your Name!**

FIG. 89.—The flap at the left partly hides and partly discloses the message. A novel and effective stunt.

removes it somewhat from the class of "manufactured" sales literature.

Figure 88 shows the folder letter type, where the letter occupies the entire folder. The whole is profusely illustrated.

Figure 89 illustrates a form of lettter using an extra fold at the side to call attention to the free offer of a new recipe book. The printing on the fold is in red and in extra large type.

MISCELLANEOUS

There are other forms of literature which may be sent through the mail, but which are not regularly used in selling direct by mail. Blotters for example, should not ordinarily be used in mail-order work, because mail-order literature should sell at once. The blotter has a utitilarian value. It can be used and, therefore, is preserved. It is well understood by mail-order men that if the proposition does not succeed in making the sale upon the first reading, it seldom is successful, for if the interest created upon opening the literature is not sufficient to create a desire and close a sale, the chances that it will do so later are few.

Often in the mailing assembly, especially in cases where articles fluctuate in price, it is judged best not to put the price on the booklet, broadside, letter, or envelope enclosure. A special sheet may be used, showing the price. This permits using the main mailing assembly without change.

It is, of course, better to put the price in the booklet, so that the consumer may be familiar with it at the time he decides whether or not to buy.

Practical Hints.—Much of what was said in detail in regard to the catalog will apply to all other forms of mail-order literature. For example, engravings and type will be a fixed charge, regardless of the size of the edition, while paper, printing and binding costs, etc, will vary. Consequently, on large editions a great deal more may be spent on illustrations and decorative work than in the small edition without increasing the cost per unit.

The size of the page should always be planned with regard to the dimensions of the paper stock from which it is to be cut. The booklet is normally printed in multiples of 4 pages, usually 8, 16, or 32.

Unlike the catalog, very few of the forms described in this chapter will be kept for reference. Therefore, sales literature should not be longer than can be conveniently read through at a sitting. This holds true also for the booklet, where there is often a tendency to make the text too long. The shape of the literature will be determined largely by the illustration.

CHAPTER XVII

THE SALES LETTER

The sales letter is one of the most interesting forms of sales literature. It is also one of the most difficult to prepare successfully. The success or failure of a sales letter is said to be largely a chance. Although there are factors which cannot be foreseen, it is generally true that attention to certain definite principles will eliminate many of the risks likely to cause failure.

Types of Sales Letters.—Letters used in selling by mail are of three types:

1. *The individual sales letter*, which endeavors to sell a product without the use of other sales literature.

2. *The assembly sales letter.*—Letters are frequently sent with catalogs, booklets, bulletins, and other sales literature as a form of introduction.

3. *The follow-up letter*, which is sent to those who failed to respond to the original offer. If an article is comparatively low in price, the attempt is usually made to close the sale in one letter. An article selling above $5 ordinarily requires a series of follow-up letters. In other cases, where the first letter has served merely to secure distribution for booklet or for catalog, a second letter is sent with the literature, summing up the sales arguments in condensed form. Follow-ups are treated more at length in the next chapter.

Individual versus Assembly Letters.—The sales letter in an assembly is ordinarily used to produce the personal touch. The more individual and personal it can be made, the better are its chances for success. It has been found by experience that the average mind is often more receptive to typewriting than to printing, where a sales message is concerned. This often leads to the practice of duplicating in the sales letter the message printed on the accompanying broadside. After reading the letter and absorbing the sales message, the panoramic effect of the broadside produces a greater effect.

The sales letter in an assembly should rarely be over one page. It should introduce the rest of the assembly rather than attempt to be all inclusive. It is generally a mistake to make it too long, because it will detract attention from the rest of the assembly. This is contrary to the practice in regard to the sales letter mailed by itself, which should always be long enough to cover the subject adequately, whether this requires one page or ten.

The sales letter in an assembly is often read last, since it is usually the most unattractive of all the mailing pieces used. The broadside, with its bright-colored letters, large type, and large illustrations, attracts the eye first, and secures the initial attention. The sales letter, supposed to be an introduction, may come as an epilogue.

To prevent this, arrange the assembly so that the letter comes on the outside with the typewriting folded outside also. The smaller pieces—booklets, broadsides, and stuffers—are placed on the inside. This will make it reasonably certain that the letter will be scrutinized first.

The Form or Process Letter.—The sales letter under ordinary conditions is a quantity proposition. There has been a constant effort on the part of mail-order experts to improve not only the technique of the presentation of the sales message, but also its physical form. It is generally believed that the more closely the form letter approaches in appearance the genuine letter the better are its chances for success. A letter where the address does not match the rest of the typing, where the signature is evidently processed and where the counterfeit is apparent is almost worthless. Under such conditions, the bold and undisguised circular should prove more successful.

The problem of formulating a successful process letter must take into consideration minute details. There are nine points to be decided before actually preparing the letter. These are:

1. The letterhead, including size, stock, illustration, etc.
2. The form of processing employed.
3. The color of the printing or the typewriting.
4. Filling in, or not, the address of the recipient.
5. The signature.
6. Placing or not placing the name of the recipient in the body of the letter.

7. The length of the letter.

8. The purpose of the letter, whether final introductory to other mailing matter.

9. The selling appeal to be used.

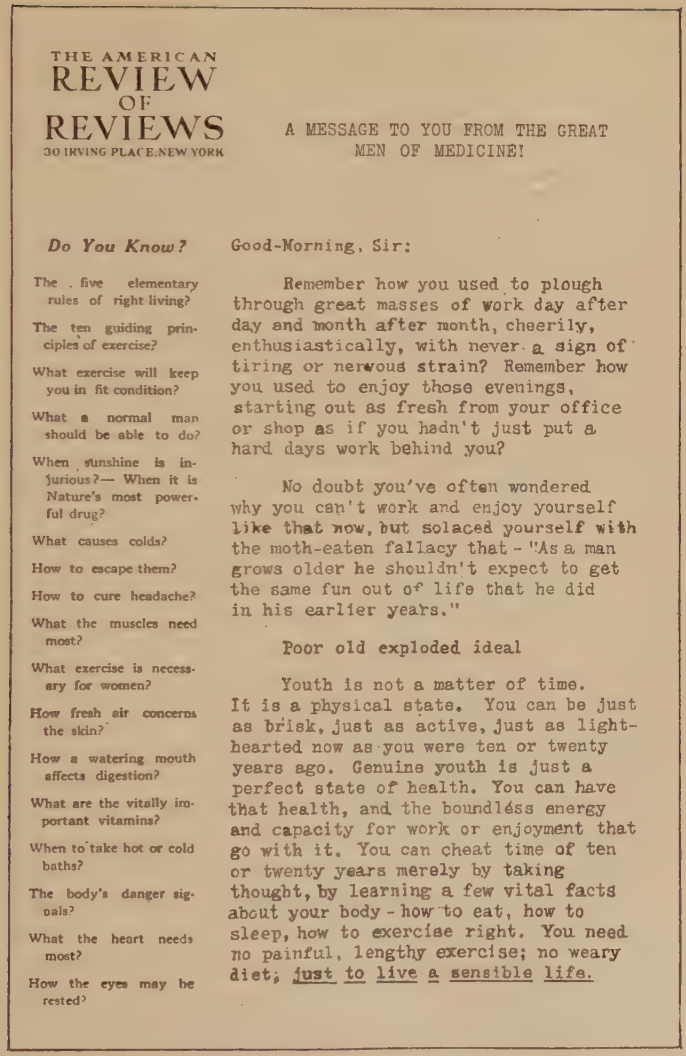
The Letterhead.—The first point of technical detail is the letterhead. The best letterhead is the one which attracts the attention of the recipient without detracting from the sales message. The letterhead should be considered from the aspects of size, paper stock, and design.

1. *Size.*—The standard size of letterhead for business correspondence of any kind is 8½ by 11 in. It may be cut without waste from the standard 17 by 22-in. single-folio sheet, or the double 22- by 34-in. folio sheet. Owing to the necessity of trimming, the size may be slightly smaller than the standard. In selling by mail, the half size or note size, 8½ by 5¾ in., is often used. In many cases, it forms a more distinctive letter for the purpose. The so-called Monarch size, approximately 7¼ by 10½ in., may be used if desired. Odd sizes are often used to secure attention. This is good policy only if results warrant; that is, the size must be such that it may be cut from the folio sheet without too much waste, and must be appropriate to the selling purpose.

2. *The Paper Stock.*—The quality of the stock depends in large part upon the nature of the product to be sold and the selling appeal. If the selling argument is one of price, a cheaper letterhead should be used to carry out this appeal. If, on the contrary, the selling appeal is based on quality, an atmosphere of luxury and quality must be produced in the sales literature, and much of this atmosphere depends upon the quality and texture of the letterhead stock itself.

The quality of the stock generally is taken to indicate the character of the seller. Promoters of fake security schemes, have succeeded in creating an atmosphere of confidence through the use of an elaborate letterhead on expensive paper stock.

Letters written to sell do not ordinarily have to be permanent. They have, as a rule, fulfiled their functions when they have been read, and are rarely kept for any length of time. Cheaper forms of paper may, therefore, be used. But it is well to remember that the cost of the paper stock is small in comparison with the



THE AMERICAN
REVIEW
OF
REVIEWS
30 IRVING PLACE, NEW YORK

A MESSAGE TO YOU FROM THE GREAT MEN OF MEDICINE!

Do You Know?

The five elementary rules of right living?

The ten guiding principles of exercise?

What exercise will keep you in fit condition?

What a normal man should be able to do?

When sunshine is injurious?— When it is Nature's most powerful drug?

What causes colds?

How to escape them?

How to cure headache?

What the muscles need most?

What exercise is necessary for women?

How fresh air concerns the skin?

How a watering mouth affects digestion?

What are the vitally important vitamins?

When to take hot or cold baths?

The body's danger signals?

What the heart needs most?

How the eyes may be rested?

Good-Morning, Sir:

Remember how you used to plough through great masses of work day after day and month after month, cheerily, enthusiastically, with never a sign of tiring or nervous strain? Remember how you used to enjoy those evenings, starting out as fresh from your office or shop as if you hadn't just put a hard days work behind you?

No doubt you've often wondered why you can't work and enjoy yourself like that now, but solaced yourself with the moth-eaten fallacy that - "As a man grows older he shouldn't expect to get the same fun out of life that he did in his earlier years."

Poor old exploded ideal

Youth is not a matter of time. It is a physical state. You can be just as brisk, just as active, just as light-hearted now as you were ten or twenty years ago. Genuine youth is just a perfect state of health. You can have that health, and the boundless energy and capacity for work or enjoyment that go with it. You can cheat time of ten or twenty years merely by taking thought, by learning a few vital facts about your body - how to eat, how to sleep, how to exercise right. You need no painful, lengthy exercise; no weary diet; just to live a sensible life.

FIG. 90.—Questions printed down the left-hand margin of a sales letter may stimulate curiosity.

other elements entering into the cost of the completed letter, and that it is better to have a paper stock too good than not good enough. Where light weight and postage are factors, as may be the case in assemblies, it may be economical to use a letterhead of thin stock.

The color of the letterhead is sometimes varied to give individuality to the letter. Where this can be done without detracting attention from the letter itself, the practice may be profitable, but, generally, white paper stock has been found most suitable.

3. *Letterhead Design.*—In formulating the design for a letterhead, it is desirable to keep the proportions such that the letter itself remains most prominent. This ordinarily means that the letter is given the center of the sheet.

The use of illustrations, ornaments, lists of officers, etc. will depend upon the individual case. Whether the letterhead should be lithographed, embossed, hand-drawn, or type-set will be governed by the nature of the appeal. If the merchandise is being sold on a price basis, an ordinary printed letterhead will suffice. If the quality of the merchandise demands a better letterhead, it may be desirable to emboss, engrave, or lithograph it.

In all cases, where the article itself appeals to the esthetic or artistic sense of the recipient, much importance should be attached to the design of the letterhead. Many concerns selling by mail feel that a sense of confidence is best developed by the use of a lithographed letterhead in script.

There is no fixed rule in regard to the use of other printed matter on the letterhead. Many concerns use a slogan, motto, or advertising phrase at the bottom of the sheet, where it will not detract attention from the letter. Others attempt to stimulate interest and curiosity by the use of questions, as illustrated in Fig. 90.

The Form of Process.—It is obvious that, with the exception of rare instances, sales letters must be reproduced in quantity. The concern selling by mail has a variety of choices before it. Broadly speaking the two main methods are reproduction through some form of process and reproduction through the use of the printing press. In the first case only is it possible to simulate the appearance of the typewriter and secure an apparently personalized result.

The choice of the method of reproduction will depend first of all upon the nature of the appeal. It has been found by experience that the undisguised form or printed letter will sometimes serve equally as well as the expensively prepared personalized letter, provided the appeal is general. A mere statement of prices requires no disguise. It speaks for itself.

Process letters may be turned out by means of carbon sheets, mimeograph, multigraph, or automatic typewriter. Reproduction by means of a typewriter and carbon sheets is practically impossible of utilization. The mimeograph, consisting of a wax stencil cut by typewriter or stylus, placed on a drum, and inked, is sometimes used where no disguise is required and the number of letters to be sent is comparatively small. It is not possible to disguise the mimeographed letter, nor is it expedient to attempt any fill-in. Paper should be chosen which will absorb the ink; otherwise a good appearance cannot be obtained.

The multigraph is much more frequently used. The type is set directly on the drum and printed through a ribbon, as on the typewriter. Because the impression is secured through pressure, and not by striking, it is a simple matter to distinguish the filled-in portion from that multigraphed. The multigraph, however, has been used successfully by a many concerns selling by mail.

The Hooven automatic typewriter operates from a stencil or roll, which has previously been prepared on a special machine. It makes an exact imitation of the original letter, since the letter is actually typewritten. The keys are manipulated by machinery with approximately the same touch that the human hand would give to them.

Recently, the Pyle-McLaren machine, utilizing regular addressograph stencils for the fill-in, has come to duplicate actual typewritten letters. It prints the name, salutation and letter through one big ribbon.

Printed letters can be made from the ordinary forms of type or from typewriter type printed on a press through a ribbon. This eliminates the overemphasis given to short lines by the multigraph, and the printing is as a rule more even. It should, however, be used only on the cheapest type of letters, for the

personal touch secured cannot be compared with that secured by either the multigraph or Hooven-written letter.

Type Face and Color.—Practically all form letters are written in elite or pica type. Owing to its smaller size and compactness, the elite type permits larger margins and space between the lines. The use of italics and underlining for the purpose of emphasis is in some cases desirable. Some concerns prepare their letters in two colors, such as blue and red. The red portion is designed to attract special attention. Care must be taken lest the reader pay heed only to the red parts and skip the introductions in blue.

There is no set practice as to the color of the ink used in reproducing form letters. Black and blue are the prevailing colors, but green, brown, and other shades have been employed successfully.

Filling In.—Some letters, quite evidently meant for circular letters, do not require filling in. A filled-in letter, however, makes the appeal more definite. It ensures the letter's arrival in the hands of the person to whom it is addressed. In large businesses where letters are opened by a clerk and the envelope discarded, a letter addressed "Dear Sir" would have little chance of reaching the intended person.

Filling in a letter is a customary practice apparently, and the letter which is not filled in will not compare well with others which have this personal touch.

Whether a filled-in letter is more profitable than one with a general address can only be settled definitely by testing in each case. A test list can be made up and a filled-in letter sent to half the names and a letter not filled-in to the other half. By calculating the returns, a decision may be reached on a logical basis.

Returns from a filled-in letter have been known to increase returns from a sales letter appreciably as they have also been known to make no discernible difference and the added expense of filling in the letter would be wasted.

Hooven process letters should always be filled in. It would not be worth while to use an expensive process without carrying out all the customary details.

Generally speaking, where an article of relatively high value is sold on a quality or a luxury appeal, it will be found more success-

ful to fill in the name; the expense will be more than justified in the impression made upon the recipient.

If the name is not filled in, it is often good policy to imitate the filled-in letter by having two short lines immediately above the salutation, such as:

From your good friend, John Jones.
Dear Sir:

The careless reader, in picking up a letter, does not notice the absence of his name and address, because his mind tricks him into believing that the two short lines above the salutation are his name and address.

Where the sales letter is written on a Hooven machine, it is quite simple, at small additional cost, to insert the name of the addressee in the body of the letter. This is ordinarily done in the closing paragraph of the letter, where it is desired to secure the recipient's full attention, as, for example: "Now, *Mr. Jones*, we have stated our proposition, etc."

Undeniably, in selling to certain classes, the elimination of the stereotyped appeal and the substitution of the personal appeal are desirable, singling out the individual rather than addressing the multitude.

Even in cases where a general salutation is used, it is possible sometimes to make it more personal. Magazines, for example, may write "Dear Subscriber." Others may compromise on "Dear Friend" or "Dear Reader."

The Signature.—The signing of form letters by hand or by process is another question which can be decided only according to the facts of the individual case, and verified by testing. An expensive letter is ordinarily signed with a pen. Although signed by clerks, the handwriting should be clear and forceful—suited to the conception of a business man's handwriting.

With the cheaper forms of process letters it is customary to have the signature in process also. It would rarely be profitable to have the signature added by hand.

Length of Letter.—The form letter should be long enough to tell its story, and no longer. It may be one or four pages long. It may be desirable, where the product is high-priced, to use a series of letters. In no case should a letter be continued after the interest has failed. The ordinary sales letter may be con-

tained upon a single page. Unlike the booklet, the letter must state the point at once with only a few words of introduction.

The Appeal.—Every letter designed to sell a product direct by mail should have some dominant appeal, depending upon the product and the class of customer. There are as many appeals as there are human instincts and desires, and the individual case will determine which to use.

The Frank E. Davis Club
Gloucester, Massachusetts
whose officers are
Helen Van Camp, *President*
Richard Freeman, *Vice-President*
Helena Corcoran, *Secretary*
Katherine Morrissey, *Treasurer*
August 21, 1922

Dear Friend:

We are a little social organization of the employees of the Frank E. Davis Fish Co. We hold meetings in the reception room after hours, have parliamentary rules, go on picnics, boat rides, and everything.

Would you like to help us "put over" an idea of ours? August is Mr. Davis' birthday month. We want to surprise him with a present of the best August business he has ever had, and make less trying the dull period in the fish business that usually comes during this month. Mr. Davis is away looking over the Nova Scotia plants. He didn't provide for a circular and thinks there won't be much going on here. And we guess there won't, unless you help. We are taking the liberty of sending you an order blank and return envelope. If your dealings with Mr. Davis have been pleasant; if he has always sent you good fish, maybe you will feel like sending in an order right away, to help us give him such a birthday as will gratify his honest old heart. For he's a fine man to work for, and we are very fond of him.

The Davis Club would never ask this of you if we didn't know that in pleasing him, you will also be treating yourself to some very appetizing midsummer meals.

Do you mind sending in your order now, for any amount you please, however small or large?

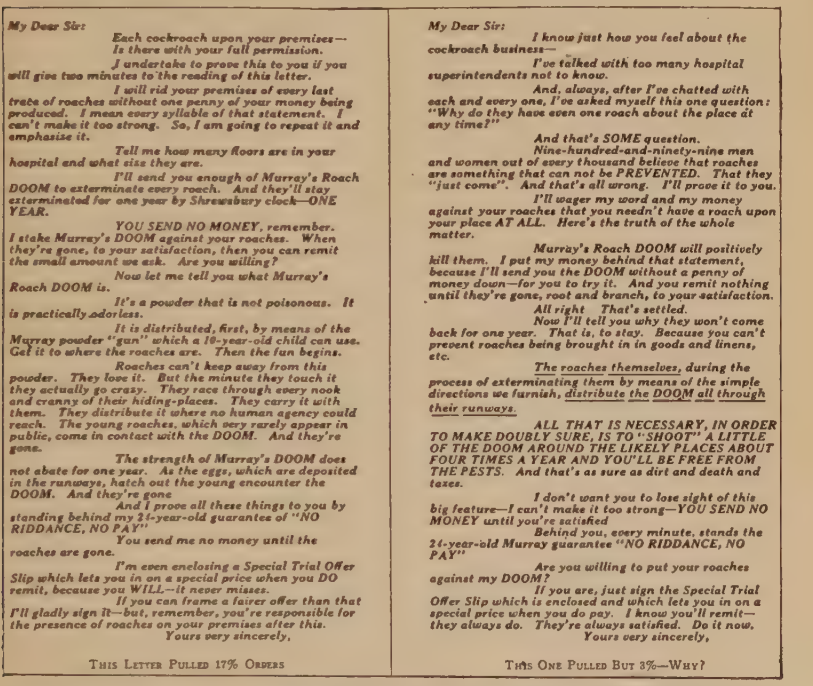
Gratefully yours,
Allan Hovey,
Chairman, Birthday Committee

FIG. 91.—In this printed reproduction of a letter, which in the original was processed on a regular letterhead, we see that sentiment can be used to secure orders. This copy brought in 200 personal replies. See text.

Price is a universal appeal. The quality of the product is another. But it is also possible to stress the use which the prospect may make of the product, the pleasure or profit he will derive from it, the service it will render him, etc. It may be desirable to direct the appeal at the curiosity, the pride, the fear, or the taste of the prospect. The general rules of salesmanship are followed in this respect.

The novel appeal is constantly sought for as a means of increasing returns. A successful example of the sentimental appeal is shown in Fig. 91, a letter sent out by the Frank E. Davis Company of Gloucester, Mass., a concern selling fish by mail. The purpose of this letter was to stimulate business during the normally dull season of August. An ordinary letter written so as to appeal to the appetite of the consumer would have had little effect. But the sentimental appeal was successful in reaching many who would not have responded to the appeal to the appetite. Besides being successful in securing orders, the letter brought 200 personal replies. It is interesting to note that in the last paragraph the request was made to send in an order for any amount, small or large. The word "small" was placed first, contrary to general usage. The orders were one-third smaller than the average.

It is sometimes a matter of difficulty to decide exactly why one letter should bring results and another prove almost a total failure. Yet the fact remains that two letters may cover the same ground in almost the same fashion, using the same facts, and one prove successful while the other fails.



My Dear Sir:

Each cockroach upon your premises—
Is there with your full permission.

I undertake to prove this to you if you will give two minutes to the reading of this letter.

I will rid your premises of every last trace of roaches without one penny of your money being produced. I mean every syllable of that statement. I can't make it too strong. So, I am going to repeat it and emphasize it.

Tell me how many floors are in your hospital and what size they are.

I'll send you enough of Murray's Roach DOOM to exterminate every roach. And they'll stay exterminated for one year by Shrewsbury clock—ONE YEAR.

YOU SEND NO MONEY, remember. I stake Murray's DOOM against your roaches. When they're gone, to your satisfaction, then you can remit the small amount we ask. Are you willing?

Now let me tell you what Murray's Roach DOOM is.

It's a powder that is not poisonous. It is practically odorless.

It is distributed, first, by means of the Murray powder "gun" which a 10-year-old child can use. Get it to where the roaches are. Then the fun begins.

Roaches can't keep away from this powder. They love it. But the minute they touch it they actually go crazy. They race through every nook and cranny of their hiding-places. They carry it with them. They distribute it where no human agency could reach. The young roaches, which very rarely appear in public, come in contact with the DOOM. And they're gone.

The strength of Murray's DOOM does not abate for one year. As the eggs, which are deposited in the runways, hatch out the young encounter the DOOM. And they're gone

And I prove all these things to you by standing behind my 21-year-old guarantee of "NO RIDDANCE, NO PAY!"

You send me no money until the roaches are gone.

I'm even enclosing a Special Trial Offer Slip which lets you in on a special price when you DO remit, because you WILL—it never misses.

If you can frame a fairer offer than that I'll gladly sign it—but, remember, you're responsible for the presence of roaches on your premises after this.

Yours very sincerely,

THIS LETTER PULLED 17% ORDERS

My Dear Sir:

I know just how you feel about the cockroach business—

I've talked with too many hospital superintendents not to know.

And, always, after I've chatted with each and every one, I've asked myself this one question: "Why do they have even one roach about the place at any time?"

And that's SOME question.

Nine-hundred-and-ninety-nine men and women out of every thousand believe that roaches are something that can not be PREVENTED. That they "just come". And that's all wrong. I'll prove it to you.

I'll wager my word and my money against your roaches that you needn't have a roach upon your place AT ALL. Here's the truth of the whole matter.

Murray's Roach DOOM will positively kill them. I put my money behind that statement, because I'll send you the DOOM without a penny of money down—for you to try it. And you remit nothing until they're gone, root and branch, to your satisfaction.

All right. That's settled.

Now I'll tell you why they won't come back for one year. That is, to stay. Because you can't prevent roaches being brought in in goods and linens, etc.

The roaches themselves, during the process of exterminating them by means of the simple directions we furnish, distribute the DOOM all through their runways.

ALL THAT IS NECESSARY, IN ORDER TO MAKE DOUBLY SURE, IS TO "SHOOT" A LITTLE OF THE DOOM AROUND THE LIKELY PLACES ABOUT FOUR TIMES A YEAR AND YOU'LL BE FREE FROM THE PESTS. And that's as sure as dirt and death and taxes.

I don't want you to lose sight of this big feature—I can't make it too strong—YOU SEND NO MONEY until you're satisfied

Behind you, every minute, stands the 21-year-old Murray guarantee "NO RIDDANCE, NO PAY"

Are you willing to put your roaches against my DOOM?

If you are, just sign the Special Trial Offer Slip which is enclosed and which lets you in on a special price when you do pay. I know you'll remit—they always do. They're always satisfied. Do it now.

Yours very sincerely,

THIS ONE PULLED BUT 3%—WHY?

FIG. 92.—Just unusual enough to make one want to read. The one at left pulled 17 per cent orders. The one at right 3 per cent. See text.

The two letters illustrated in Fig. 92 were used by the Edgar A. Murray Company, of Detroit, Mich., in selling vermin exterminators to hospitals. Letters were sent to superintendents of hospitals. Letter No. 1 brought in 17 per cent orders on a mailing list of 1,500. Letter No. 2 failed to bring in 3 per cent, yet 7 per cent was required to cover expenses.

According to Edgar W. Jordan, the author of the letters, the failure of the second letter was due to the delay in presenting the vital facts of the proposition. The first letter definitely under-

takes, in the third paragraph, to rid the premises of roaches (*Sales Management*).

The Salesman's Approach.—The sales letter, to bring a large percentage of orders, must follow, the salesman's practice in presenting arguments. The letter which does not wander from the point has greater chances of success than the letter which tells of the most wonderful product in existence, and predicts that failure to take advantage of the offer is a fatal error on the part of the recipient.

Henry Burwen, in *Printers' Ink*, gives the example of a letter which brought 40 per cent returns. It was sent out by a company starting to market a new product, a varnish for straw hat manufacturers. It was used after a circular letter had brought in only 2 per cent replies. The letter follows:

Sending the enclosed strip of finished straw should eliminate the inconvenience to you of following through the factory a sample can of the varnish, as you may readily observe from this enclosure that we can back up our claim that ——— produces a more flexible and durable finish on straw than any other varnish on the market.

The purpose of this letter is not to sell you varnish but to sell you sufficient interest in ——— that you may feel free to advise us what quantity of Black or Clear you may need to finish a few racks of hats. Then you will be interested to know that this varnish is obtainable in either the Black or Clear at $—— per gallon.

As we are trying to interest you in something entirely different from what you are using, won't you kindly cooperate with us?

If the varnish on the enclosed sample of straw is more flexible or less easily marred than all other varnishes that have come to your attention, is there not some way that ——— may be given a chance to sell itself to you? The reports received from the hat manufacturers in our vicinity, who have worked with us in perfecting this flexible varnish, have been so favorable that our first impulse was to send 1 gallon to every straw hat manufacturer in the country. This we would have done if we were not aware that a sample of goods unsolicited receives, and perhaps deserves, little consideration.

This letter secures the prospect's viewpoint, shows a familiarity with the manufacturing methods, encloses a sample straw to avoid inconvenience in testing, and quotes a price. There is no overemphasis upon the merits of the product. The style of the letter is clear and convincing.

The sales letter, like the salesman, must convince the prospect that he will be benefited by accepting the proposition made him. To drive home the conviction, it is essential that the letter be sincere. The bombastic type of letter may overpower at the moment, but will eventually fail to convince. Sincerity alone is not sufficient, however. Every statement should be backed with proof. The writer of the letter should be able to give the letter a personality which will make the reading of it an actual pleasure to the recipient. The negative approach should usually be avoided. Statements should be positive without being over-assertive. "I think" is rarely as good as "I know."

Letter Technique.—The sales letter is divided into four portions, designed to secure attention, create interest, arouse desire, and cause the prospect to act.

1. *Attention.*—Unlike the folder, the booklet, the broadside, etc., the letter must attract attention chiefly through its opening paragraphs, preferably the first sentence which serves the same purpose as the headline in a newspaper article. Whereas there is naturally no set form for beginning the sales letter, there are various possibilities which experience has proved are successful. The one universal requirement is that the beginning be pertinent, so that contact with the prospect may immediately be established.

(*a*) The sales letter is frequently introduced by means of the question. This is effective, provided the answer to the question is likely to prove of interest to the prospect. Where the audience is of a particularly high grade of intelligence, a more diplomatic form of opening may be desirable.

(*b*) An item of news bearing in some important fashion upon the business itself may be used.

(*c*) The timely opening is one of the most valuable methods of introducing a letter.

(*d*) The conversational opening is possible, provided the point of the story is tied up closely with the selling argument.

(*e*) A quotation from some prominent personage is an excellent method of securing attention.

It is a safe rule that "stunts" should be avoided. While intended to secure immediate attention, their effect often is to repel the reader's attention or to divert it from the selling argument.

2. *Interest.*—The creation of interest is not difficult for the skilled letter writer. He follows out the logical line of reasoning begun in his introduction, and links it carefully with the selling appeal.

3. *Desire.*—A certain amount of exposition is required in arousing desire. The product must be carefully described. It must be shown how it may be used in the prospect's business or the home, or for whatever purpose it is intended. If unaccompanied by literature, the letter must give the reader a clear mental picture of the article.

The language in which the explanation is given will vary with the class of prospect. In selling a technical product to technical men, the language will naturally differ greatly from that used in selling a household necessity to housewives.

4. *Action.*—Persuasion in a sales letter is not sufficient. Some direct appeal to action is required. This is ordinarily the function of the closing paragraph. The common methods are as follows:

(*a*) Special Inducement.—Offering some special inducement for quick action often is successful. This is frequently accompanied with a time limit, beyond which the special offer is not valid.

(*b*) Free Trial.—One of the most common methods of inducing the more timid to action is to make it plain at the end of the letter that there is no risk entailed in ordering the article, but that the seller takes the risk and that the article may be returned if unsatisfactory and the money will be refunded. The free trial is made frequently at the expense of the seller.

(*c*) Command, Expressed or Implied.—Many letters end with the familiar phrases "Do it now," "Act upon this offer immediately," "Send in your order today," etc. While the close should be as strong as possible, some mail-order experts, feel that the express command is too emphatic and may antagonize the prospect. Instead of this, they advocate the implied command such as, "Won't you mail this card today while the matter is fresh in your mind?"

When the letter is part of a series, the close may merely offer further information. Some letters request that the initials of the purchaser be written across the letter and the letter returned. The various types of order blanks, coin cards, and other devices of that nature are discussed elsewhere.

Protecting Form Letters.—When an individual or a firm has secured a type of letter which is giving excellent results, it is often desired to make this letter the exclusive property of the concern. Unfortunately, however, no individual form letter or series of form letters may be copyrighted. They are neither articles of commerce, nor sold or offered for sale. The trade-mark on the letterhead has been held insufficient to constitute them articles of commerce.

Under some conditions form letters may be copyrighted. This is possible when they are sold to all comers who wish to make use of them. It is also possible to copyright, as advertising prints, illustrated 4-page letters. According to Walden Fawcett (*The Mailbag*), an advertising print is an artistic and intellectual production, designed to be used for an article of manufacture and in some fashion pertaining thereto, but not borne by it. There is insistence on the part of the patent office officials that the printed or processed annex to the letter should represent something more than skill in type-setting, but otherwise there is no further requirement. Such prints must describe the goods for sale and each print must be registered separately.

The Envelope.—The envelope carrying the sales letter creates the first impression and may prevent the letter from going into the wastebasket unopened. Individuals receiving quantities of circular mail often dispose of the obvious circular literature without inspecting it.

The quality of the envelope should be in harmony with the rest of the letter. A cheap envelope nullifies the effect of the whole assembly. Where one-cent postage is used, the cheap manila open-flap envelope is not always the most profitable.

The envelope ordinarily used is either a No. 6¾ (3⅝ by 6½ in.) or a No. 10 (4⅛ by 9½ in.). An odd size may become crumpled before delivery. On the other hand, the odd size frequently secures attention in a pile of mail because of its distinctive appearance.

The advisability of using printed matter on the envelope has never been definitely decided. To disclose the identity of the contents may prove desirable or not. The printed matter may serve to arouse the curiosity of the recipient and save the letter from the wastebasket. Some envelopes may use the time-limit

appeal on the outside, such as "Good until October 1" or "Offer Limited."

When the illustrated letterhead is used it is possible to reproduce the cut on the envelope as well.

There are several special types of envelope which deserve consideration.

(*a*) The patent or semi-seal envelope, which, by means of a patent fold in the ends, sides, or flaps, presents a sealed appearance, can be sent under cheaper postage.

(*b*) The window envelope saves the time required to address an envelope. This type of envelope at one time was used almost exclusively for mailing monthly satements, but in recent years it has been used to some extent in mail-order selling.

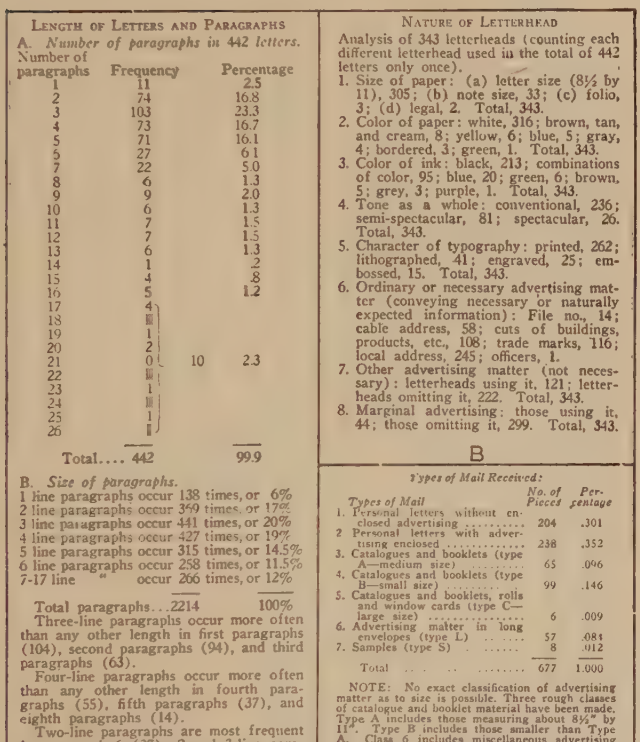
(*c*) The duplex, or duofold, envelope permits the mailing of a letter and a booklet, a catalog, or other accompanying literature. It avoids the out-of-date custom of sending booklets, catalogs, etc. "under separate cover." It ensures the arrival of the letter and the literature at the same time—a factor in securing immediate consideration. There is no extra cost for mailing, since the first- and third-class mail sections each take their respective postage rates.

One-cent versus Two-cent Postage.—It is not possible to lay down definite rules as to the use of one- or two-cent stamps. There are, obviously, certain cases where the two-cent stamp should be used. A banker, a department store of the higher class, a professional man, or other individual or business with a high-grade clientele, should, as a rule, use two-cent stamps.

Where the selling cost will not permit the use of the two-cent stamp, as in the selling of magazines of the cheaper sort by mail, one-cent postage is employed.

There is one possible test, which is not infallible but which may prove helpful. The personal letter should usually have two-cent postage, whereas the undisguised circular letter may prove as satisfactory with one-cent postage as with two. In a test conducted by Russell B. Williams, and reported in *Postage*, the names of 2,000 purchasing agents were chosen. It was desired to sell them subscriptions to a trade paper. These names were subdivided into four lists of 500 names each. The results of a circular letter under different postage conditions were as follows:

	Letter Postage	Return-card Postage	Results Per Cent
500	Two cents	One-cent	3.75
500	Two cents	Unstamped	3.25
500	One cent	One-cent	4.10
500	One cent	Unstamped	5.65



LENGTH OF LETTERS AND PARAGRAPHS

A. *Number of paragraphs in 442 letters.*

Number of paragraphs	Frequency	Percentage
1	11	2.5
2	74	16.8
3	103	23.3
4	73	16.7
5	71	16.1
6	27	6.1
7	22	5.0
8	6	1.3
9	9	2.0
10	6	1.3
11	7	1.5
12	7	1.5
13	6	1.3
14	1	.2
15	4	.8
16	5	1.2
17	4	
18	0	
19	1	
20	2	
21	0	10 2.3
22	0	
23	1	
24	0	
25	1	
26	0	
Total....	442	99.9

B. *Size of paragraphs.*

1 line paragraphs occur 138 times, or 6%
2 line paragraphs occur 369 times, or 17%
3 line paragraphs occur 441 times, or 20%
4 line paragraphs occur 427 times, or 19%
5 line paragraphs occur 315 times, or 14.5%
6 line paragraphs occur 258 times, or 11.5%
7-17 line " occur 266 times, or 12%

Total paragraphs...2214 100%

Three-line paragraphs occur more often than any other length in first paragraphs (104), second paragraphs (94), and third paragraphs (63).

Four-line paragraphs occur more often than any other length in fourth paragraphs (55), fifth paragraphs (37), and eighth paragraphs (14).

Two-line paragraphs are most frequent in paragraph 6 (27); 2 and 3-line paragraphs are equally highest in paragraph 7 (18); 3 and 4-line paragraphs are equally highest in paragraph 10 (10); and 6-line paragraphs are the most frequent in paragraph 9 (11).

A

NATURE OF LETTERHEAD

Analysis of 343 letterheads (counting each different letterhead used in the total of 442 letters only once).

1. Size of paper: (a) letter size (8½ by 11), 305; (b) note size, 33; (c) folio, 3; (d) legal, 2. Total, 343.
2. Color of paper: white, 316; brown, tan, and cream, 8; yellow, 6; blue, 5; gray, 4; bordered, 3; green, 1. Total, 343.
3. Color of ink: black, 213; combinations of color, 95; blue, 20; green, 6; brown, 5; grey, 3; purple, 1. Total, 343.
4. Tone as a whole: conventional, 236; semi-spectacular, 81; spectacular, 26. Total, 343.
5. Character of typography: printed, 262; lithographed, 41; engraved, 25; embossed, 15. Total, 343.
6. Ordinary or necessary advertising matter (conveying necessary or naturally expected information): File no., 14; cable address, 58; cuts of buildings, products, etc., 108; trade marks, 116; local address, 245; officers, 1.
7. Other advertising matter (not necessary): letterheads using it, 121; letterheads omitting it, 222. Total, 343.
8. Marginal advertising: those using it, 44; those omitting it, 299. Total, 343.

B

Types of Mail Received:

Types of Mail	No. of Pieces	Per-centage
1. Personal letters without enclosed advertising	204	.301
2 Personal letters with advertising enclosed	238	.352
3. Catalogues and booklets (type A—medium size)	65	.096
4. Catalogues and booklets (type B—small size)	99	.146
5. Catalogues and booklets, rolls and window cards (type C—large size)	6	.009
6. Advertising matter in long envelopes (type L)	57	.084
7. Samples (type S)	8	.012
Total	677	1.000

NOTE: No exact classification of advertising matter as to size is possible. Three rough classes of catalogue and booklet material have been made. Type A includes those measuring about 8½" by 11". Type B includes those smaller than Type A. Class 6 includes miscellaneous advertising matter in the form of circulars, folders, leaflets, etc., enclosed in long envelopes and unaccompanied by personal letters.

The total of Classes 1 and 2 equals the sum total of personal letters (namely, 442) subjected to the various forms of analysis constituting the main portion of this investigation.

C

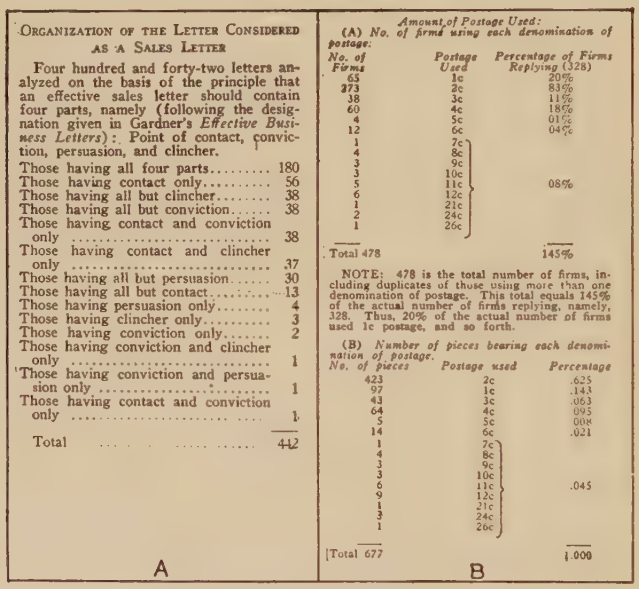
FIG. 93.—An analysis of the correspondence of 400 national advertisers in answering inquiries.

For the other part of the test, a form letter, filled in and matched as perfectly as possible with the body of the letter, was sent to a list divided into the same four groups. The results were as follows:

Letter Postage	Return-card Postage	Results, Per Cent
Two cents	One-cent	7.35
Two cents	Unstamped	7.00
One cent	One-cent	5.85
One cent	Unstamped	5.90

In so far as such a test can be applied generally, it seems to show that cheap postage on a circular pays best and that two-cent postage on a form letter is a better investment.

Standard Procedure.—As an index of what various firms are doing in the way of letter writing, an analysis of the correspond-



ORGANIZATION OF THE LETTER CONSIDERED AS A SALES LETTER

Four hundred and forty-two letters analyzed on the basis of the principle that an effective sales letter should contain four parts, namely (following the designation given in Gardner's *Effective Business Letters*): Point of contact, conviction, persuasion, and clincher.

Those having all four parts	180
Those having contact only	56
Those having all but clincher	38
Those having all but conviction	38
Those having contact and conviction only	38
Those having contact and clincher only	37
Those having all but persuasion	30
Those having all but contact	13
Those having persuasion only	4
Those having clincher only	3
Those having conviction only	2
Those having conviction and clincher only	1
Those having conviction and persuasion only	1
Those having contact and conviction only	1
Total	442

A

(A) *No. of firms using each denomination of postage:* — *Amount of Postage Used:*

No. of Firms	Postage Used	Percentage of Firms Replying (328)
65	1c	20%
273	2c	83%
38	3c	11%
60	4c	18%
4	5c	01%
12	6c	04%
1	7c	
4	8c	
3	9c	
3	10c	
5	11c	08%
6	12c	
1	21c	
2	24c	
1	26c	
Total 478		145%

NOTE: 478 is the total number of firms, including duplicates of those using more than one denomination of postage. This total equals 145% of the actual number of firms replying, namely, 328. Thus, 20% of the actual number of firms used 1c postage, and so forth.

(B) *Number of pieces bearing each denomination of postage.*

No. of pieces	Postage used	Percentage
423	2c	.625
97	1c	.143
43	3c	.063
64	4c	.095
5	5c	.008
14	6c	.021
1	7c	
4	8c	
3	9c	
3	10c	
6	11c	.045
9	12c	
1	21c	
3	24c	
1	26c	
Total 677		1.000

B

FIG. 94.—See Fig. 93.

ence of some 400 national advertisers in answering inquiries, made by the research department of the Better Letters Association of Los Angeles, and published in *Advertising and Selling*, is highly interesting. Some of the results are reproduced in Figs. 93 and 94.

The bulk of the letterheads were found to be conservative in form, of regular letter size, white in color, printed in black, and with no unusual marks. Only one letterhead carried the names

of officers of the firm. Almost no advertising occupied the margins (see Fig. 93*b*).

In examining the length of letters, those containing from two to five paragraphs were in the majority, with letters of three paragraphs in the lead. Over 70 per cent of the total number of paragraphs contained no more than two to five lines (see Fig. 93*a*).

One of the most interesting analysis was on the basis of the letters considered as sales letters. The classification of E. H. Gardner was accepted, which divides the effective sales letter into point of contact, conviction and persuasion, and clincher. Out of 442 letters examined, 40.5 per cent had all four parts, 27 per cent three parts, and 35.2 per cent one or two parts (see Fig. 94*a*).

Only 20 per cent of the replies used one-cent postage, while 83 per cent used two cents (see Fig. 94*b*).

Figure 93*c* analyzes the types of mail received. Sixty-five per cent consisted of personal letters, other forms of mailing pieces constituted the remainder.

CHAPTER XVIII

THE FOLLOW-UP

Theoretically, an answer or a series of answers to an inquiry is termed a follow-up. Actually, however, this would eliminate the continuous campaign, in which mailings follow one another at logical intervals until the prospect buys or until he is judged to be no longer worth circularizing. In mail-order parlance, a follow-up is any mailing that comes after the original inquiry has been secured, or that is sent out to an individual who has not responded to a previous communication.

It is questionable whether a mail-order house, issuing two catalogs annually, can call the second catalog a follow-up of the first. It is more like an original mailing. Ordinarily speaking, follow-ups are considered as utilizing the value of repeated impressions in an endeavor to close a sale. Some advertisers use as many as 14 follow-up mailings after the sending of the first, timing these mailings once a week, every ten days, and sometimes as far apart as one month. One concern selling land in Florida, with an office in Pennsylvania, has a follow-up campaign of 14 varied assemblies of literature.

The Case for and against the Follow-up.—Before discussing the actual technique of the follow-up, it may be beneficial to sum up the arguments for and against its use, remembering that these apply in varying proportions to the individual and specific case.

The obvious arguments in favor of using a follow-up system, either for a continuous campaign or for inquiries from advertising, are the following:

1. *The Added Effect of Repeated Sales Effort.*—It is a well-known fact that sales resistance is lessened by familiarity with a product. Hence, the follow-up will make many sales which would not otherwise have been obtained.

2. *Varied Appeals.*—It is not always possible to set forth the sales arguments adequately in one mailing. Further, it is often

possible to present a better case by bringing out the various arguments in successive communications.

3. *Small Cost of Follow-up.*—In comparison with the cost of securing the original inquiry, or of compiling the mailing list, the cost of the follow-up is small.

4. *Educational Effect.*—Many products to be sold by mail may be unfamiliar to the prospect, and a certain amount of educational work must be done. For this purpose, the follow-up is excellent.

The entire question of the follow-up depends upon the factors in the individual case opposed to the arguments in favor of the follow-up, are those against it:

1. Many advertisers contend that if a sale is not made at once, it is not likely to be made because of extended selling effort. Obviously, this is true only of a certain type of product, where, if an immediate order is not received, it is logical to suppose some competing firm has secured the order.

2. There is an undeniable danger of antagonizing the prospect by a too assiduous follow-up. This danger can be reduced, however, by carefully timing the mailings, and wording the communications tactfully.

3. Where orders are small, it is argued that the follow-up costs more than the orders received amount to.

Occasions for Mail-order Follow-ups.—There are certain occasions in mail-order selling when the follow-up may be used:

1. Campaign consisting of a certain number of mailings, planned carefully in advance, and preferably tested.

2. When answers to inquiries from advertisements fail to bring in the order.

3. In a repeat mail-order business when regular customer has failed to purchase over a certain length of time.

4. Where the sending of a catalog fails to bring in orders.

5. Where merchandise has been submitted on approval and money has not been sent.

It is essential to have a campaign plan ready in advance, so that there may be no gaps in the program.

Number of Follow-ups to Send.—Without actual test, it is difficult to decide when the point of diminishing returns is reached and further follow-ups are unprofitable. As an indication of what well-known firms are doing, data secured by the

Better Letters Association of Los Angeles, from an analysis of the policies of 328 concerns, are interesting as showing what a large percentage use a small number of follow-ups.

FOLLOW-UP ROTATION

Number of firms using follow-ups

		PER CENT
Total number of firms using one or more follow-ups.	171	52
1 follow-up only—used by	92	53
2 follow-ups only—used by	34	20
3 follow-ups only—used by	17	10
4 follow-ups only—used by	10	6
5 follow-ups only—used by	8	5
6 follow-ups only—used by	4	2
7 follow-ups only—used by	3	2
8 follow-ups only—used by	0	0
9 follow-ups only—used by	0	0
10 follow-ups only—used by	3	2
Total	171	100

The number of follow-ups will, of course, depend in a measure upon the selling expense. Suppose an article sells for $5, with a selling expense of 20 per cent, or $1. It will depend upon the cost of the advertising, whether direct or periodical, as to how much can be spent on the follow-up. If but 50 cents is spent in the initial sales campaign, then 50 cents is left for follow-up work.

Also, the type of follow-up literature used will determine in part the number of follow-ups. A booklet may cost as much as a series of four letters.

Printers' Ink quotes the example of a firm, selling a speciality with no repeat value, which has found it cannot spend more than 40 cents on a prospect. Inquiries cost, on the average, 15 cents. The catalog sent out in response to the inquiry costs another 15 cents. The follow-up consists of a seasonal booklet. If no business comes after this, the name is dropped. The company has tried extending its follow-up system to three, four, or five mailing pieces, but each time has found it unprofitable.

If advertising aims merely at securing inquiries, the follow-up will naturally be more expensive than where advertising attempts to sell the merchandise.

Figure 95, prepared by Edward H. Schulze, aims to give the approximate relation between the number of follow-ups and the

size of the account and the profit. It is primarily designed for the large manufacturer selling an article of high unit cost.

It is found that the geographical location of customers may make a difference in the number of follow-ups. The National Cloak & Suit Company, for example, finds it profitable to use an extra follow-up in dealing with southern women.

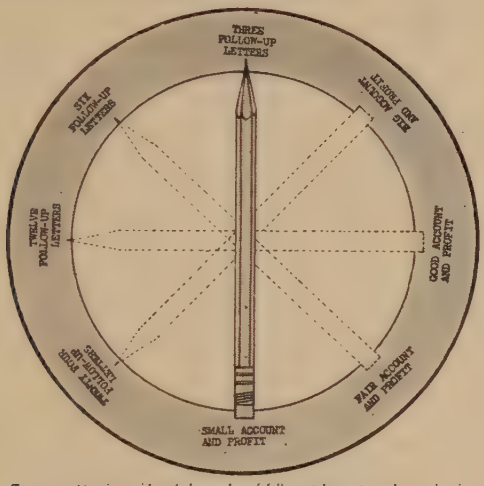

THREE FOLLOW-UP LETTERS
SIX FOLLOW-UP LETTERS
NINE FOLLOW-UP LETTERS
TWELVE FOLLOW-UP LETTERS
GOOD ACCOUNT AND PROFIT
FAIR ACCOUNT AND PROFIT
SMALL ACCOUNT AND PROFIT
To get an approximate idea of the number of follow-up letters to send to an inquirer, move pencil in a circle so that the end of pencil is toward the size of account and profit, while the point of the pencil indicates the number of letters which may be used.

FIG. 95.—Edward H. Schulze, expert New York letter specialist, prepared this chart to show the approximate relation between the size of the account and profit, and the number of follow-ups that should be made.

Time Elapsing between Follow-ups.—There is wide difference of opinion as to the length of time which should elapse between answers to original inquiries and follow-ups, or between subsequent follow-ups. The consensus of opinion favors a period varying from ten days to two weeks. With localities near at hand, ten days may be too long a period and a week may prove better. Where the concern is dealing with prospects on the other side of the continent, additional time should be allowed and the time between mailings will depend somewhat on the distance separating buyer and seller.

The nature of the product is another determining factor. If its nature is such that the prospect can make up his or her mind quickly, then the follow-up should be sent at short intervals. If

a large amount of money is required to make the purchase, the follow-up may advisedly be sent at longer intervals.

The Better Letters Association of Los Angeles found in its investigation of follow-up systems that 73 per cent of the first follow-ups were received within ten days and 53 per cent of the second and 24 per cent of the third within a ten-day period of the preceding reply. The entire results follow:

TIME ELAPSING BETWEEN FOLLOW-UPS

Follow-up No.	Number of days from preceding reply	Total number received	Number received within 10 days	Per cent in 10 days
1	same day to 87	171	125	73
2	same day to 150	79	42	53
3	3 to 103	45	11	24
4	3 to 76	28	6	21
5	1 to 53	18	4	22
6	1 to 90	10	1	10
7	11 to 53	6	0	0
8	7 to 17	3	1	33
9	6 to 22	3	1	33
10	12 to 34	3	0	0

The ordinary practice in mailing follow-ups is to have the first ones come close together, while the last ones are less frequent. Edward H. Schulze thinks it is best to have the first letter accompany the literature; the second to arrive a day later, taking up points not discussed in the first letter; the third, a week later from another person; the fourth, a week after the third, using the acknowledgment-card idea. During the second month two follow-ups are sent; during the third, one letter; then one every two months until finally they stop.

Timing Mailings.—One who is to speak before an audience knows the exact time his speech is to begin. The way has been prepared for him through his introduction, and he begins to speak under auspicious circumstances. It should be the same way with mail-order literature. If it is to be most effective, it should

arrive at a time when the recipient will welcome it, and will have time to read it. This means arriving at a time when his mails are not overcrowded, and when his pocketbook is not unduly depleted.

It is quite obvious that seasonal timeliness should be observed. It would not be profitable to mail a catalog of Christmas tree decorations in June. But it is also necessary to remember that seasons differ in various parts of the country. A seed merchant, for example, would mail his southern catalogs earlier in the year than his northern ones.

Timing mailings so they will arrive on a certain day or even a certain time of day may be extremely important. If a mail-order campaign is sent off on the twenty-ninth of the month, and arrives in the hands of small retail druggists, hardware men, or grocers around the first of the month, it would be far less effective than if it had been received on the tenth. On the first of each month the small retailer receives statements from his supply houses, jobbers, and wholesalers. His customers have not yet paid him their balances. After paying his bills there is a lapse of four or five days in which his money has been paid out and nothing has been received in its place. Mail-order literature arriving at this inopportune moment is not nearly so effective as it would have been had it been delayed a week or ten days.

The day of the week is also important in many cases. Mailings to business men should be timed so that they will not be received on Monday when mail is heavy. Letters to business men seem to be more effective if they arrive on Wednesday or on Thursday. Letters arriving even as late as Friday find the business man occupied with plans for the week-end. Particularly in large cities, Friday and Saturday are poor days on which to expect to do business with the executives.

Mondays and Saturdays are poor days for merchants and housewives to receive mail. Both are preparing for the holiday and making up for it. But letters sent to small-truck-garden owners should be timed to arrive Saturday, the day when the farmers have time to look over their mail and attend to shopping needs in general.

In large industrial centers, or in large shop towns, where the payroll is distributed at a certain time each month or week, it is a good plan to time mailings to arrive on payday or the following

day. A few days later they may be dependent already upon the following payday for additional money.

In mailing national campaigns, or campaigns covering one or more states, it is possible to mail the literature so that it will all arrive on the same day in any state in the Union. In New York for example, San Francisco mail should be sent to the post office six days before the New York local mail.

Follow-up Pointers.—The follow-up is usually a letter, although it may be any form of mail-order literature. In any event, it should be a unit so that if literature mailed previously has not been received, or has not been read, the follow-up will be intelligible. While it is good policy to vary the appearance of the follow-ups, it is desirable to keep some uniform feature, such as a trade-mark, an illustration, a slogan, etc.

In writing follow-up letters, it is essential to avoid all trace of annoyance because of the prospect's failure to answer previous communications. Any attempt to lecture the prospect for non-response will almost inevitably result in illwill.

It has been found good policy to change the identity of the correspondent. For example, one large correspondence school finds it profitable to have some units in the follow-up system signed by officers.

The follow-up letter can often be strengthened by the use of testimonials. The first letter rarely has room for testimonials and they can properly be given place in the follow-up.

It is possible through an efficient system of record, for follow-ups to cease immediately with the making of the sale.

Changing Follow-ups.—There are several methods of securing variety in the follow-ups:

1. *The Letterhead May Be Changed.*—This is frequently done, preserving, however, some mark of uniformity.

2. *The Form of Medium May Be Changed.*—At some point in the follow-up procedure, arguments advanced in previous letters may be enclosed in printed form.

3. *The Terms of Payment or the Terms of the Specific Offer May Be Changed.*—This is a particularly efficacious method of securing action under proper conditions.

4. *The Appeal May Be Varied.*—The appeals used in a follow-up campaign are not like the acts of a play, in which the first act

introduces the characters and lays the foundation for the second act, and in which the succeeding acts lead forward to the climax in the last act. A sales letter follow-up campaign, or any other follow-up campaign, if properly carried out, will bring out in each mailing a new appeal. The letter will do this in the same fashion that a salesman shifts to a second appeal if he finds that the prospect does not readily respond to the first.

The follow-up campaign cannot change once it is in the hands of the reader—it must be planned in advance. The first letter of the series may bring out the value of the article from a dollars-and-cents standpoint. The second may advance the theory that the article will pay for itself within a short time. The third may stress pride of ownership. The fourth may emphasize the enjoyment feature, and so on through the scale of selling appeals.

If the seller knows exactly what appeal has been found successful in presenting merchandise to prospective purchasers, all the elements of the follow-up campaign may profitably concentrate upon this one selling appeal, varying each follow-up so as to present a new angle of the same appeal. For example, if an ash sifter is being sold by mail to householders, and it is known that the economy appeal is the only one that has proved at all effective, each of the successive steps of the follow-up campaign, whether letters, folders, booklets, etc., should concentrate upon the economy factor, changing the manner of approach, the working, and perhaps the physical form.

When altering individual units in follow-up campaigns, the closing paragraph must be effectual. Good copy may be written, the subject graphically portrayed, the illustrations well reproduced, and the printing excellent, but if there is no final paragraph to secure the necessary action the literature will fail. A series of follow-up letters allows wide latitude in the choice of more closing paragraphs.

Testing Efficacy of Returns.—There are various simple methods of testing the efficacy of follow-up letters:

1. The reply cards or the order blanks enclosed with the letters or the other mailing pieces can be identified by a distinguishing mark or the like.

2. Return envelopes may be keyed, or may be made in different colors for the different follow-ups.

3. The offer may be varied slightly in each follow-up.

Promptness in Replying as a Factor of Success.—It is safe to assert that failure to respond promptly to inquiries will, in the majority of cases, lose the sale, particularly where there is competition. Inquiries should be answered the same day, if possible. Interest is likely to die out if it is not fostered immediately.

Of 21 inquiries made by a group of business men, one was answered in five days, seven in ten days, and the rest not at all. The authoritative results of the Better Letters Association of Los Angeles are even more illuminating. Of 392 requests sent to various manufacturers, 64, or 16 per cent, failed to make any response. The majority of replies were received between 9 and 15 days after the request was made. The detailed results follow:

TABLE I.—NUMBER OF REPLIES RECEIVED

		PER CENT
No reply	64	16.0
1 reply	157	40.0
2 replies	92	23.5
3 replies	34	8.5
4 replies	17	5.0
5 replies	10	3.0
6 replies	8	4.0
7 replies	4	
8 replies	3	
11 replies	3	
Total	392	100.0

TABLE II.—TIME ELAPSED BETWEEN INQUIRY AND FIRST REPLY

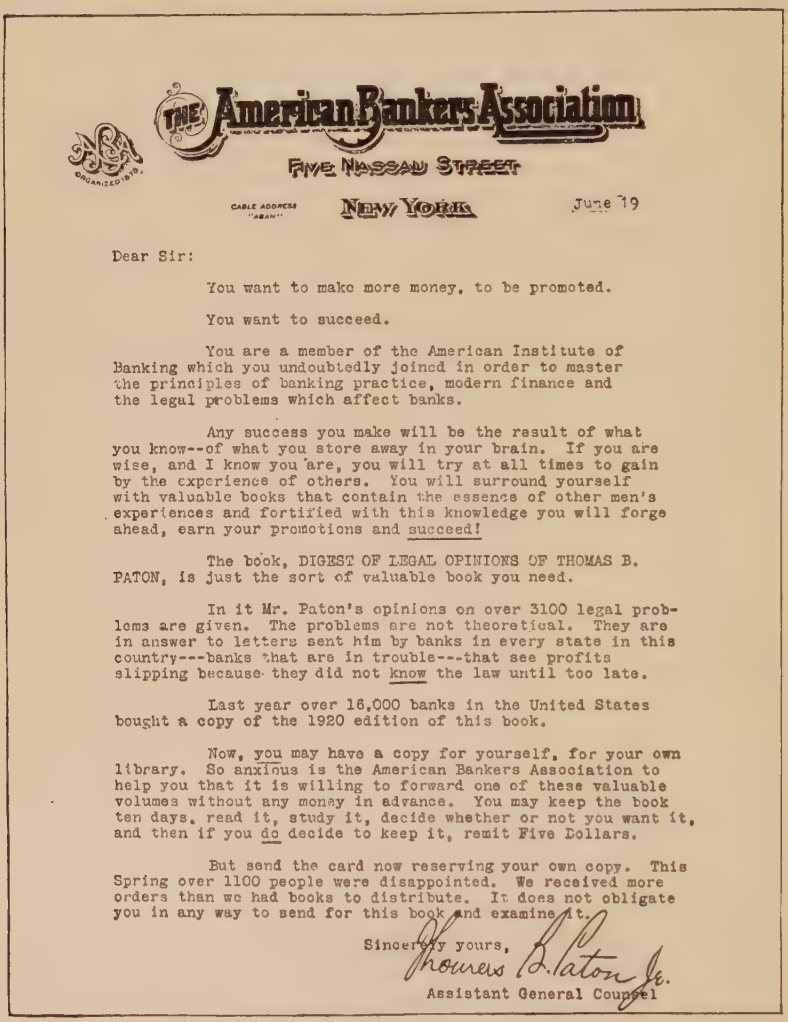
Days elapsed	Number of replies	Per cent	Days elapsed	Number of replies	Per cent
?	10	0.0304	21	6	0.0182
6	2	0.0060	22	5	0.0152
7	1	0.0030	23	4	0.0121
8	3	0.0091	25	2	0.0060
9	18	0.0548	26	3	0.0091
10	47	0.1432	29	1	0.0030
11	65	0.1981	30	2	0.0060
12	41	0.1250	31	3	0.0091
13	29	0.0884	37	2	0.0060
14	15	0.0457	38	1	0.0030
15	27	0.0823	41	1	0.0030
16	6	0.0182	46	1	0.0030
17	6	0.0182	63	1	0.0030
18	9	0.0274	65	1	0.0030
19	4	0.0121			
20	12	0.0365		328	0.9981

	REPLIES	PER CENT
1 to 10 days	71	21.5
11 to 19 days	202	61.5
20 to 65 days	45	14.0
Doubtful	10	3.0
	328	100.0

Specimen Follow-up Letters.—Letters which have proved successful for one set of conditions will not necessarily prove successful for another. Yet a great deal may be learned from the study of a series of follow-ups which have brought in a sufficient volume of orders. Figures 96 *a*, *b*, and *c* illustrate a series of three letters sent to members of the American Institute of Banking, in order to sell a digest of legal opinions. Because the letters were written on the letterhead of the American Bankers Association, there was no necessity for disguising them in order to make them appear personal.

The first letter presents the general truth that the recipient desires to make more money, to obtain promotion, and to succeed,

and suggests that the digest of legal opinions will help him. Because recipients are familiar with the previous editions of the



THE American Bankers Association

FIVE NASSAU STREET

CABLE ADDRESS "ABAN" NEW YORK June 19

Dear Sir:

You want to make more money, to be promoted.

You want to succeed.

You are a member of the American Institute of Banking which you undoubtedly joined in order to master the principles of banking practice, modern finance and the legal problems which affect banks.

Any success you make will be the result of what you know--of what you store away in your brain. If you are wise, and I know you are, you will try at all times to gain by the experience of others. You will surround yourself with valuable books that contain the essence of other men's experiences and fortified with this knowledge you will forge ahead, earn your promotions and succeed!

The book, DIGEST OF LEGAL OPINIONS OF THOMAS B. PATON, is just the sort of valuable book you need.

In it Mr. Paton's opinions on over 3100 legal problems are given. The problems are not theoretical. They are in answer to letters sent him by banks in every state in this country---banks that are in trouble---that see profits slipping because they did not know the law until too late.

Last year over 16,000 banks in the United States bought a copy of the 1920 edition of this book.

Now, you may have a copy for yourself, for your own library. So anxious is the American Bankers Association to help you that it is willing to forward one of these valuable volumes without any money in advance. You may keep the book ten days, read it, study it, decide whether or not you want it, and then if you do decide to keep it, remit Five Dollars.

But send the card now reserving your own copy. This Spring over 1100 people were disappointed. We received more orders than we had books to distribute. It does not obligate you in any way to send for this book and examine it.

Sincerely yours,

Thomas B. Paton Jr.

Assistant General Counsel

FIG. 96a.—The first letter in a series to young banking students.

book, only a brief description is required. After a statement of terms the letters warns that the supply is limited, and the recipient is requested to mail a card reserving a copy.

Ten days later, the second letter was dispatched. This is devoted mainly to proving the value of the book in the eyes of

THE American Bankers Association

FIVE NASSAU STREET

CABLE ADDRESS "ABAN" NEW YORK June 29

Gentlemen:

If our letter of June 19th reached you and did not miscarry, then there is only one reason why you did not order your copy of the book mentioned in that letter--DIGEST OF LEGAL OPINIONS OF THOMAS B. PATON:

You did not order your copy because you were in doubt as to its value---whether or not it was worth while sending for.

There are a number of ways in which we might convince you that here is one book that you ought to have:

We might point out that over 16,000 banks - 2,000 of which are not members of the A. B. A. - have already purchased this book--

We might tell you that the Corn Exchange Bank of New York ordered 51 copies, a copy for each executive--

We might let you read the hundreds of unsolicited testimonial letters from banker-members of the A. B. A. -

But we have a better plan by far.

You are to see a copy of this valuable book in your own office for ten days---at the expense of the Association.

Simply mail the enclosed card. The name of your bank is already written on it The book will be delivered to you, all mailing charges prepaid. Read it, study it. Pass it around the bank. If the book does not more than please you and exceed in value your highest expectations, then return it to the Association.

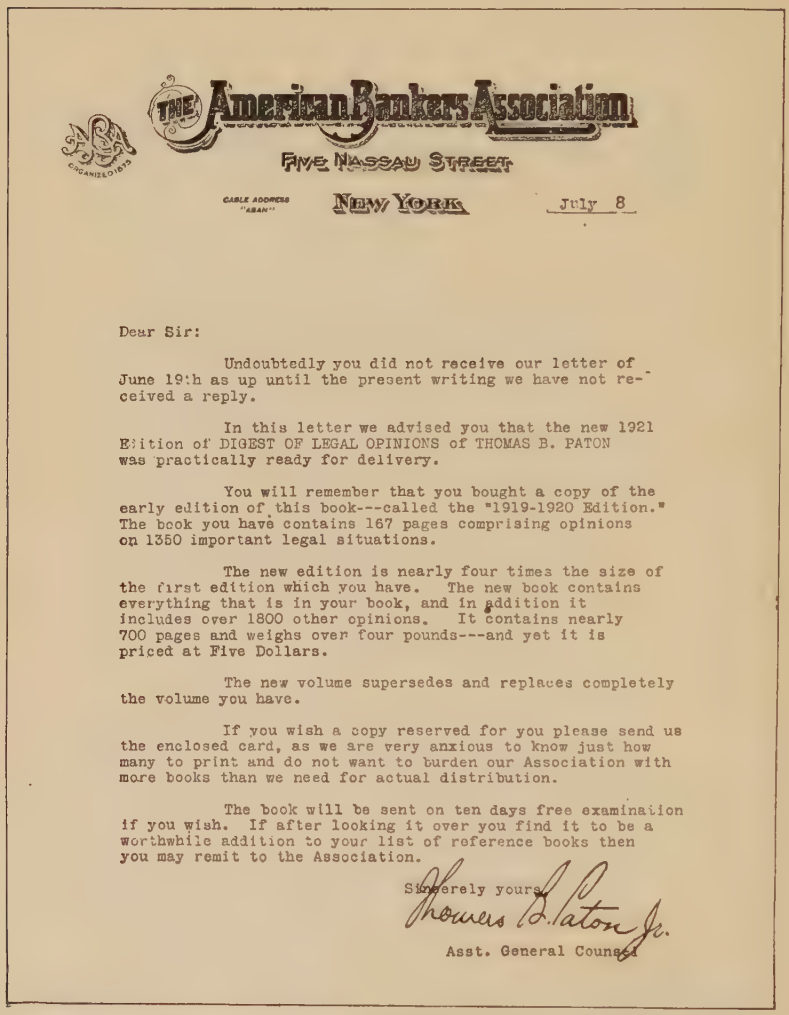
Accept this offer now. Drop the card in your outgoing mail, and the book will be sent you for free examination.

Very truly yours,
Thomas B. Paton Jr.
Assistant General Counsel.

FIG. 96*b*.—The first follow-up, ten days after letter in Fig. 96*a* was mailed.

others, assuming that the recipient did not order because he had doubts of the book's value. The close is made more emphatic by the use of the imperative: "Accept this offer now. Drop the

card in your outgoing mail, and the book will be sent you for free examination."



THE American Bankers Association

FIVE NASSAU STREET

CABLE ADDRESS "ABAN" NEW YORK July 8

Dear Sir:

Undoubtedly you did not receive our letter of June 19th as up until the present writing we have not received a reply.

In this letter we advised you that the new 1921 Edition of DIGEST OF LEGAL OPINIONS of THOMAS B. PATON was practically ready for delivery.

You will remember that you bought a copy of the early edition of this book---called the "1919-1920 Edition." The book you have contains 167 pages comprising opinions on 1350 important legal situations.

The new edition is nearly four times the size of the first edition which you have. The new book contains everything that is in your book, and in addition it includes over 1800 other opinions. It contains nearly 700 pages and weighs over four pounds---and yet it is priced at Five Dollars.

The new volume supersedes and replaces completely the volume you have.

If you wish a copy reserved for you please send us the enclosed card, as we are very anxious to know just how many to print and do not want to burden our Association with more books than we need for actual distribution.

The book will be sent on ten days free examination if you wish. If after looking it over you find it to be a worthwhile addition to your list of reference books then you may remit to the Association.

Sincerely yours,

Thomas B. Paton Jr.

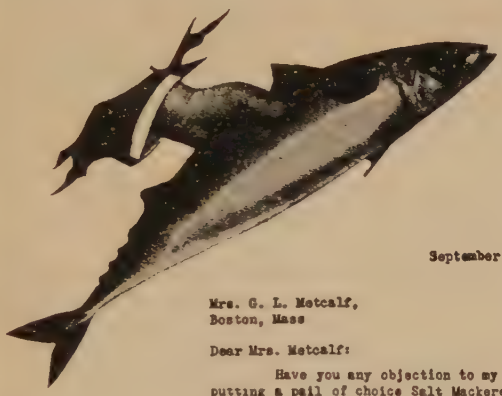
Asst. General Counsel

FIG. 96c.—Ten days after the letter in Fig. 96b was mailed, to banking students, to sell a $5 law book, this letter was sent.

The third letter, sent ten days after the second, gives additional information in regard to the book, and makes a final plea for

action, on the ground that the Association desires to know how many copies to print.

Each of the series is signed by Thomas B. Paton, Jr., as Assistant General Counsel of the American Bankers Association.



September 25, 1919.

Mrs. G. L. Metcalf,
Boston, Mass

Dear Mrs. Metcalf:

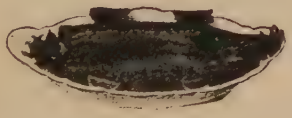
Have you any objection to my putting a pail of choice Salt Mackerel in your home for you to try? Then some morning soon, have one of these splendid fish broiled for breakfast with plenty of melted butter and baked potatoes.

After that, if you feel that this delicious breakfast isn't worth repeating - if your folks will let you do it - you can send back the unused portion of the pail, and your breakfast will have been "on me".

If you'd like to make this test at my risk, just fill in the inclosed card and mail at once.

Very truly yours,
Frank E. Davis, Pres.

FED/REI Frank E. Davis Co.



BROILED MACKEREL—A BREAKFAST WITH A REAL FLAVOR

JUST TRY THIS SOME MORNING FRESHEN A MACKEREL BY ALLOWING IT TO REMAIN IN A LARGE QUANTITY OF FRESH WATER MEAT SIDE DOWN FROM 12 TO 48 HOURS CHANGING THE WATER FREQUENTLY THEN WIPE IT DRY AND LAY IT ON THE GRIDIRON. BROIL IT A NICE BROWN ON THE FLESH SIDE AND THEN TURN AND BROWN IT ON THE OTHER SIDE AFTER BROILING COVER LIGHTLY WITH BUTTER AND PEPPER TO SUIT THE TASTE SERVE FLESH SIDE UP GARNISH IT MAY BE SERVED WITH WHITE SAUCE IF PREFERRED

FIG. 97.—The second follow-up letter in a series used by the Frank E. Davis Co. See text for detail and copy of first letter.

The Frank E. Davis Follow-up System.—The Frank E. Davis Company, selling fish by mail from Gloucester, Mass., has made

an outstanding success with its sales letters and follow-up system. The company spends a great deal of money in magazine advertising, and states that one out of three inquiries is turned into an order. The personal note is emphasized. First, the housewife is convinced of the honesty and integrity of the company, and then her permission is obtained to send a trial order of fish, trusting to her honesty for payment.

The letter in answer to the inquiry is very brief, being designed to get the housewife to read the enclosed circular and to bring in the personal element. It reads:

The best answer I can make to your inquiry about our fish is the circular enclosed. If you are really fond of good fish, I am sure you will enjoy reading it.

My thirty years' experience has taught me a lot about the fish business. And what I have learned I've turned into account for my customers. I am growing grey. I have a nice business. And my fondest desire is that Frank E. Davis' name may never mean anything to anyone anywhere, but pleasant, satisfactory, honest dealing.

Send any order you wish from the enclosed circular with perfect confidence that it will please you or I will refund your money.

The first letter closes 16 per cent of the inquiries. Those who do not reply are sent a second follow-up letter, illustrated in Fig. 97. This letter is multigraphed on a colored letterhead, presenting an entirely different appearance from the first letter. It concentrates on one specialty in order to open the way for the rest of the line. It ordinarily brings in about 11 per cent returns on the list.

The third letter is similar to the second, in that it emphasizes a particular specialty—codfish steaks. This letter brings in 6 per cent sales, making a total of 33 per cent for the three letters.

Before a name is finally discarded a last follow-up is sent, which reads as follows:

Dear Madam:

Was my judgment right?

The other day I noticed our clerks getting ready to throw away cards of our customers who hadn't bought of us for some time—yours among them. I called a halt. "Wait," said I, "many of those people would be glad to buy some more Davis fish—give them a chance. Perhaps there's some real reason why they haven't been buying recently—per-

haps we've fallen down somewhere in our efforts to please them. If so, we ought to know it—we want to make good."

So Mr. Davis was willing to back my judgment to the extent that he has let me write this letter. I hope you'll tell me, therefore, if in the slightest degree we've displeased you, either with our goods or our service, I'll make the matter right if you'll let me. But if you want real proof —evidence of our desire to serve you to your complete satisfaction—just send me an order on the blank enclosed! And if ever an order received careful attention at our hands, this one of yours will. I'm going to look out for it personally, so be sure to use the envelope enclosed.

Yours very truly,
R. W. Freeman,
Sales Manager Frank E. Davis. Co.

☐ I received literature and will give it careful attention.

☐ I was particularly interested in your line (please check below so we can send you *additional important data.*

☐ Small type Model 1

☐ Motor driven type Model 5

☐ Heavy duty type Model 12

☐ Expect to be in market as soon as I decide on equipment as I need this at once.

☐ Do not expect to purchase until (please put the month so we can keep you advised of changing prices.)

Name .....

Address .....

FIG. 98.—An acknowledgment card gives the mail-order seller information to be used at a later date in effecting a sale.

The Acknowledgment Card.—When the article to be sold is comparatively high-priced, it is possible to use an acknowledgment card with good effect. In addition to signifying that the prospect has received the literature sent him, this card fulfils other functions. It impresses the prospect with the value of the literature, and he is inclined to give it more careful consideration. If worded properly, it brings much valuable information to aid

in closing the sale, such as the type of merchandise desired, the amount of money to be expended, and when the prospect would be likely to be in the market.

The acknowledgment card (see Fig. 98) has been used successfully in selling securities by mail, and in businesses where the buying is seasonal. It gives the seller information which he can use at the psychological moment for effecting the sale.

Edward H. Schulze advocates using the closing paragraph of the first letter to obtain the desired information. The following closing paragraphs are examples:

Naturally, we want you to feel that we have handled your inquiry promptly.

That we may be sure our literature has reached you safely, won't you be so kind as merely to check, sign, and return the inclosed acknowledgment card?

It won't take you but a moment—and we would be very grateful for the courtesy.

Handling a wide line of merchandise you can readily appreciate that we have special data on hand concerning certain items which it would pay you to know more about.

Will you check, on the enclosed card, the particular types of merchandise which would interest you most? In doing this you will both acknowledge receipt of our catalog (so we are sure you got it promptly) and also enable us to keep you on the list for certain data of interest.

It would be worth your while—and we say this in all sincerity—to check, sign, and return enclosed card. It is already stamped.

The return of this card not only assures us that you received our literature but gives us information which will enable us to put you in touch with certain important information.

Return card now. Your courtesy is appreciated.

Diversified Follow-up Systems.—A method of varying the follow-up system which may prove successful is to have the mailings originate from different sources. For example, the Combustion Utilities Corporation, selling an oven to bakers, sent out follow-ups not only under its own name but also under the names of the inventor of the oven and of the local gas

company. The series of five follow-ups is interesting, as showing diversification in the mailings and the approaches used.

No. 1 consists of two pieces—a folder and a return mailing card. The appeal, as is usual in the case of technical products, is based on efficiency of operation, as well as economy in fuel

Great
that Thrift Oven bakes like a brick oven
MONEY!
FILL OUT THIS CARD AND MAIL NOW!
As soon as we receive the enclosed card from you we will begin to give you prompt and personal attention -we will give you the kind of service you have a right to expect. Simply check off, or, the postcard enclosed, the service you want. You'll get it.
COMBUSTION UTILITIES CORPORATION
8-10 BRIDGE STREET
NEW YORK
Oven Department DMB
who are saving money

FIG. 99.—Broadside in blue, black and orange, with enclosed return mailing card, sent to retail bakers by the manufacturer of a portable bake oven.

consumption (see Fig. 99). The return card is designed to make it as easy as possible for the baker to answer. He may either have a salesman call, have a booklet sent him, or find out where he can see an oven in actual operation, by making a check mark in the proper square.

No. 2 in the follow-up system is a form letter, written on blue linen paper, sent in a hand-addressed envelope, and signed by the

N. C. RASMUSSEN
MASTER BAKER
COMBUSTION UTILITIES CORPORATION
10 BRIDGE STREET
NEW YORK

Dear Sir:

I am a baker of
experience. I have
kinds and size
Europe

N. C. Rasmussen,
10 Bridge Street,
New York.

Dear Mr. Rasmussen:
Replying to your letter, I would be glad to have you come over and explain your oven to me.

My Name .....

My Address .....

City .....

My phone number is .....d, and I will

Yours sincerely,
N C Rasmussen

April 3d. 1924

FIG. 100.—Original letter was processed and neatly filled in on blue linen social stationery—a four-page note size, and signed in pen.

inventor of the oven (see Fig. 100). A government postal card is enclosed, on which the baker may signify his desire to have the oven explained to him in person by its inventor.

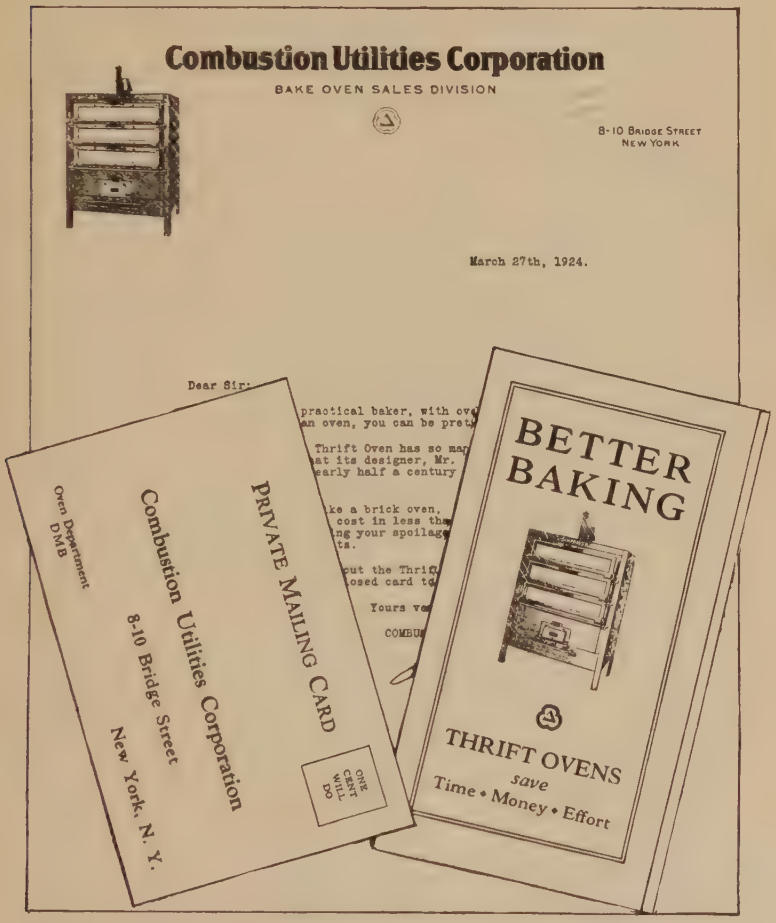
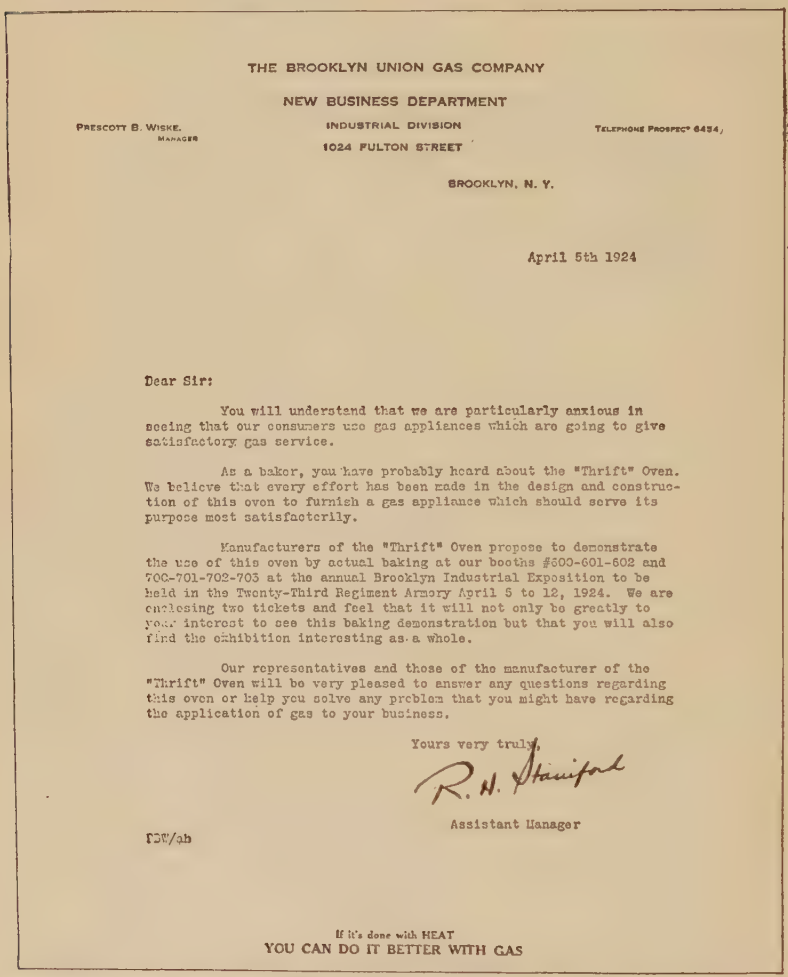


FIG. 101*a*.—A letter, folder and return card from the third mailing.

No. 3, illustrated in Fig. 101*a*, consists of a letter, a folder giving technical data in regard to the actual operation of the oven and the same return card as was enclosed with the original folder. Emphasis is still placed on the efficient performance of

the oven, and no mention is made as to price or to terms of payment.



THE BROOKLYN UNION GAS COMPANY

NEW BUSINESS DEPARTMENT

PRESCOTT B. WISKE, MANAGER

INDUSTRIAL DIVISION
1024 FULTON STREET

TELEPHONE PROSPECT 6434

BROOKLYN, N. Y.

April 5th 1924

Dear Sir:

You will understand that we are particularly anxious in seeing that our consumers use gas appliances which are going to give satisfactory gas service.

As a baker, you have probably heard about the "Thrift" Oven. We believe that every effort has been made in the design and construction of this oven to furnish a gas appliance which should serve its purpose most satisfactorily.

Manufacturers of the "Thrift" Oven propose to demonstrate the use of this oven by actual baking at our booths #600-601-602 and 700-701-702-703 at the annual Brooklyn Industrial Exposition to be held in the Twenty-Third Regiment Armory April 5 to 12, 1924. We are enclosing two tickets and feel that it will not only be greatly to your interest to see this baking demonstration but that you will also find the exhibition interesting as a whole.

Our representatives and those of the manufacturer of the "Thrift" Oven will be very pleased to answer any questions regarding this oven or help you solve any problem that you might have regarding the application of gas to your business.

Yours very truly,

R. H. Stanford

Assistant Manager

RHW/gb

If it's done with HEAT
YOU CAN DO IT BETTER WITH GAS

FIG. 101*b*.—The gas company lends its aid to the campaign to sell Thrift Ovens. The fourth mailing.

In No. 4 (Fig. 101*b*) of the series, a letter from the Brooklyn Union Gas Company, encloses two tickets to the annual Brooklyn Industrial Exposition, and points out to the baker that he should see the oven in actual operation.

No. 5 (Fig 101c) is a broadside, illustrated with a graphic chart of baking temperature, urging the baker to send for a copy of the

TEMPERATURE
BATCH 1 IN
BATCH 1 BAKING
BATCH 1 OUT
BATCH 2 IN
BATCH 2 BAKING
BATCH 2 OUT
READY TO BAKE
BAKING TEMPERATURE
FINISHING TEMPERATURE
Bakes
—in a declining temperature
by indirect heat
WHEN you bake in a brick oven, you bake in accumulated heat. The oven is hottest at the moment you put in your batch, and gradually and slightly becomes less hot as the bread or cakes continue to bake.
The Thrift Oven bakes like a brick oven—it holds its heat—it bakes in a declining temperature by indirect heat First you turn on all of the gas burners. You are delighted to find that the heat comes up quickly. The mono-lithic stone slab decks accumulate this heat and hold it. Now put in your pans and hearth goods: turn out some of the burners and save fuel.
No more scorching, no more rejections—instead your goods are turned out a beautiful tempting brown with a finish that delights your customers and draws new trade.
This is baking with a Thrift Oven. And there is no coal, soot, dust or ashes; your shop is cool and clean. But, best of all, your fuel bill is so greatly reduced that your savings alone will pay for your new Thrift Oven in a few months.
Send now for your copy of the free booklet "Better Baking"
COMBUSTION UTILITIES CORPORATION
Oven Department BA
8-10 Bridge Street
NEW YORK
You must learn more about "Thrift." Forty-two Chicago bakers each bought an oven upon demonstration. You, too, can own a Thrift at once—and let it pay for itself.
Let us send you complete descriptive literature that points out the 9 superior features of the Thrift Oven and tells you how you can buy this oven thru your gas company, on deferred payments.
The THRIFT Oven

FIG. 101c.—The last mailing piece is a broadside, giving one of the technical features of the oven a certain prominence.

free booklet "Better Baking." It points out also that the oven can be bought through the local gas company on deferred payments.

CHAPTER XIX

THE ASSEMBLY

Two or more mailing pieces in one container are known as an "assembly." Thus when a mail-order house sends out a large catalog, and inserts an order blank and an envelope inside the front cover the combination is termed an assembly. Often, there may be seven or eight pieces, each related to the other, some serving a mechanical use, and others a selling use.

The Assembly Problem.—The problem of assembly is twofold:

1. *The Number of Pieces to be Used.*—It is desirable to have enough pieces to cover the subject completely, yet not too many to confuse the issue. Each one must serve a definite purpose, and not be inserted merely to use up the postage allowance.

2. *The Method of Assembling the Various Parts of the Mailing into the Outside Envelope or Container.*—If, for example, seven pieces are to be assembled, the sender must decide which of these seven he wishes to have the reader see first, and he must devise some mechanical method by which this end will be secured.

The Pieces in the Assembly.—It might appear to the casual observer that the fewer the number of pieces included in a mailing assembly the more successful the selling results would be. It has been found by experience, however, that in many cases it is wiser to scatter the sales presentation over a number of separate pieces. For example, if all available material were put into one leaflet or booklet, it would present such a forbidding appearance that few of the recipients would trouble to read it. Sometimes six or seven items are required to cover a subject thoroughly. For example, an assembly might well consist of a booklet, a folded multigraphed letter, a manila addressed envelope, two envelope enclosures, a coupon, and an order blank.

The following example illustrates the various mechanical and selling uses of a typical assembly. The product to be sold was a dehydrating machine. The assembly consisted of six pieces, as follows:

1. A form letter, introducing the entire subject of dehydration and the dehydrating machine.

2. A broadside in colors, carrying a detailed illustration of the machine which would not have been possible in the smaller book-

FIG. 102.—Five pieces in one assembly from a mail-order barrage used with success by the Little Leather Library Corporation. See text.

let. Accompanying the illustration were testimonials of well-known women who had used the dehydrator with good results.

3. A booklet, describing the process of dehydration, as distinguished from the actual selling arguments for the machine itself.

4. A glassine envelope, containing a sample of the actual results accomplished with the dehydrating machine.

5. An order blank on which the prospect had simply to write his name and address.

6. A manila envelope for the mailing back of the order blank.

To sum up, the letter served as introduction, the broadside as a medium for selling the machine, the booklet to explain the technical details of operation, the glassine envelope to demonstrate the results, the order blank to secure action, and the manila envelope for the mechanical function of mailing back the order.

Sample Assemblies.—Figure 102 illustrates an assembly of five pieces which has been used with great success by the Little Leather Corporation. It consists of:

1. A multigraphed letter on a special letterhead containing a sample cover of one of the books. Sampling is here accomplished by a device which will secure the attention of the prospect immediately to the first piece in the assembly.

2. An envelope holding the remainder of the assembly, with the caption on the outside: "Please do not open this envelope until you have read the accompanying letter." This makes doubly sure that the assembly will be examined in the correct order.

3. A booklet, describing in detail each volume in the library, and serving to transform interest into desire.

4. An enclosure offering a premium if the order is received within 20 days, inserted with the return card inside the cover of the booklet. This premium is used to secure action.

5. An unstamped return card. The signing and mailing of the card obligate the customer to pay the mailman $2.98, plus delivery charges. The company agrees to take back the books within 30 days, thus including the guarantee feature.

Other Sample Assemblies.—Figure 103 illustrates a highly successful assembly, consisting of but three parts:

1. A letter, multigraphed in blue and red, stressing the value of the opportunity the prospect has to secure a bargain in the "Outline of History." The value of the option is made more

apparent by making it non-transferable and good for 10 days only. Record is kept of names by stamping each order card with the number which appears after the name.

2. An illustrated 8-page leaflet, describing the book in detail, appealing to curiosity, and quoting testimonials.

3. A return card.

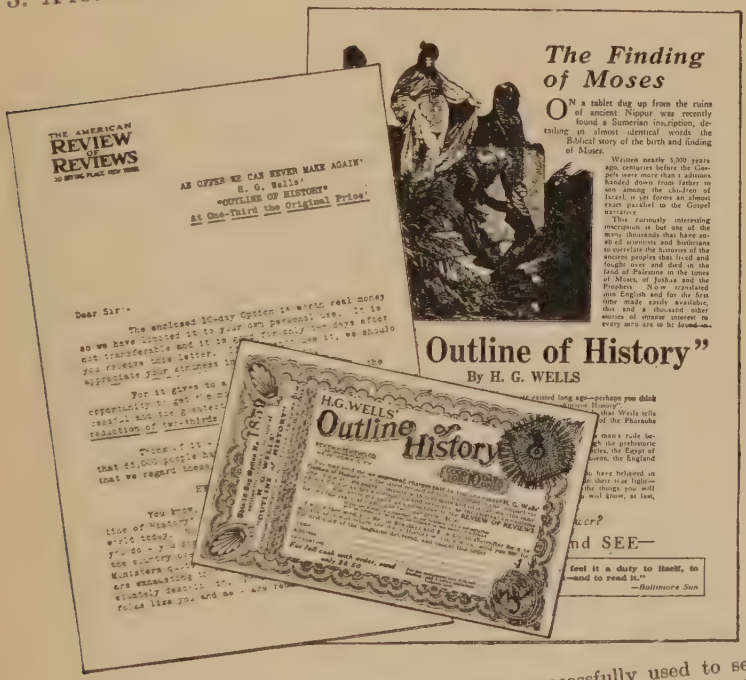

THE AMERICAN REVIEW OF REVIEWS
AN OFFER WE CAN NEVER MAKE AGAIN
H. G. Wells'
"OUTLINE OF HISTORY"
At One-Third the Original Price
The Finding of Moses
Outline of History"
By H. G. WELLS
H.G.WELLS' Outline of History
nd SEE—

FIG. 103.—A three piece mailing assembly, successfully used to sell book "Outline of History" by mail. The "option" is non-transferable, is dated, and is good for 10 days only.

Figure 104, illustrates a typical assembly to secure magazine subscriptions, the technique being somewhat superior to the average. The assembly consists of four parts:

1. An illustrated 4-page letterhead, with a special fold, which when opened displays special offerings in the way of magazine clubs, holding good for 30 days only. The first page of the letter is printed in imitation typewriter type, the rest of it in regular type with many illustrations and touches of color. On the back

of the letterhead is a coupon order form, for Crowell publications especially.

2. A folded order form, containing special price offers on the inside pages.

3. A special leaflet, or stuffer, devoted to a particular publication.

4. An unstamped, return envelope.

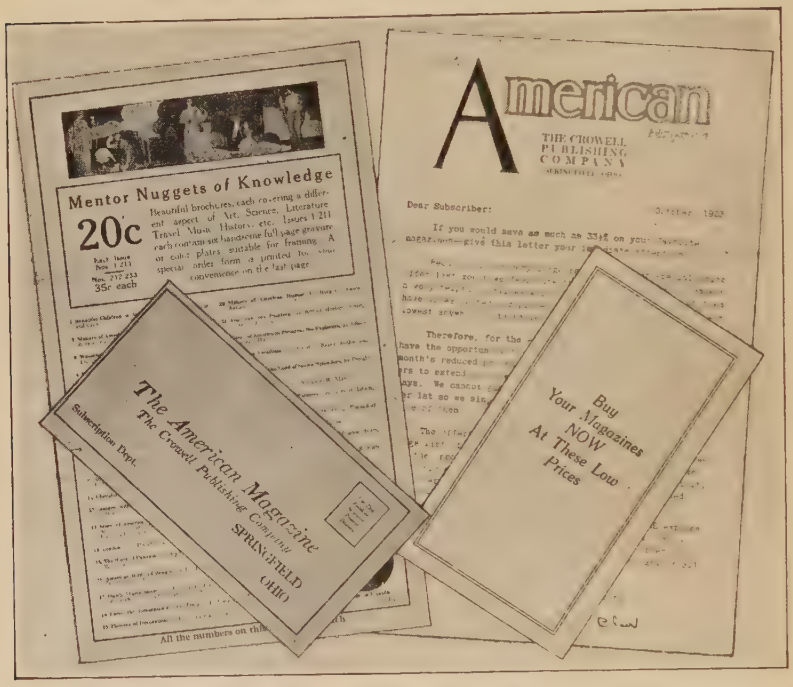


Fig. 104.—Four pieces, mailed together form the assembly used by the American Magazine to sell subscriptions by mail.

Methods of Folding.—Generally speaking, no more pieces should be used in the mailing assembly than are absolutely necessary to present the sales argument in a convincing and interesting manner. Where more than two pieces are required, it is well to have one of them in the form of a sales letter, and to assemble the remaining pieces in the folds of the letter. The letter itself should be folded so that the typewriting will appear on

the outside, and there will be no risk of mistaking the letter for a blank sheet of paper.

If the order blank is used as a separate sheet, it should be folded and inserted under the flap of the manila return envelope. If an order card is used, it is a good plan to clip it to the envelope in which it is to be returned to the seller.

It is rarely a good plan to fold literature in such a way as to destroy the unity of its effect. Many concerns make a mistake in folding a large broadside so that it is badly creased. This makes it present an unattractive appearance when unfolded.

Each piece should be designed and planned to fit an envelope of definite size (or a mailing container), so that it will arrive in good condition. Unless the assembly is so designed and planned that it will survive the ordinary wear and tear of post-office and railroad handling, it will not serve its purpose.

"Under Separate Cover."—Avoid sending reading matter third-class postage, while the letter announcing its coming arrives long in advance. Where a catalog is to be mailed, and it is not desired to send it under first-class mail, a duofold or duplex, envelope should be used, ensuring the arrival of both at the same time. The sales letter and the smaller literature may be inserted in the outside envelope under first-class mail, and the catalog sent with third-class postage.

It is annoying to the business man to receive a sales letter which creates interest, or desire and to be informed that the catalog with full descriptions and prices is being sent under separate cover. It often happens, especially in large organizations, that the catalog fails to reach his desk or, if it does arrive, it may come at an inopportune moment. Under no consideration should individual pieces of a mailing assembly be sent in any fashion that does not guarantee their arrival at exactly the same time.

Mailing Costs.—Even before the actual mailing pieces are planned and designed, a dummy assembly should be made up, using blank paper. This may be inserted in an envelope, and careful analysis made as to the probable mailing cost. Sometimes, an entire assembly has been made up and prepared for the post office, when it is discovered that the whole mailing required additional postage. The additional cent or so means a

considerable waste for a large mailing which could have been avoided. Once the envelopes are addressed, stamped, and sealed, it is impossible to remove part of the assembly to decrease the weight.

In making up the assembly in dummy form, it should be weighed carefully, and due allowance made for the printing on the paper. While this will not ordinarily make much difference, where the assembly weight is near the postage limit, the printing may make it too heavy. It is also wise to make a slight allowance for differences in paper weight. Paper usually varies, even as it comes from the case.

The Use of Samples.—It is easier to sell a product if the prospect can see a sample of it. If the sample is of a usable size, it secures the attention and the interest of the prospect. Where samples can be used, a mailing containing them will produce much greater returns than a mailing without them. It is surprising, however, to note that comparatively few concerns realize the possibilities in their use.

The range of products which may be sampled is surprisingly large. *Postage* mentions the following:

Wrapping paper.	Dress accessories.
Writing paper.	Notions of every kind.
Printing.	Toilet preparations.
Cigars, cigarettes.	Magazines.
Twines.	Pens, pencils, rubber bands.
Soap.	Carbon paper.
Food products.	Fabrics.
Powders.	Books.
Shaving cream.	Candy, etc.

Seeming difficulties in sampling may be overcome. The manufacturer of the dehydrating machine sends his samples of dried fruits and vegetables in a glassine envelope. Ordinarily, a sample does not represent much outlay. Where the purchases are likely to be large, it is sometimes profitable to send a sizable sample. For example, a company manufacturing rubber gloves for surgeons sent one glove in a mailing to each hospital. The copy in the sales letter called attention to the strip, the rib around the wrist, and advantages of the glove over other gloves manufactured for surgical purposes.

Substitutes for Samples.—Where the merchandise is of such a character that a swatch, a sample, or the entire product cannot

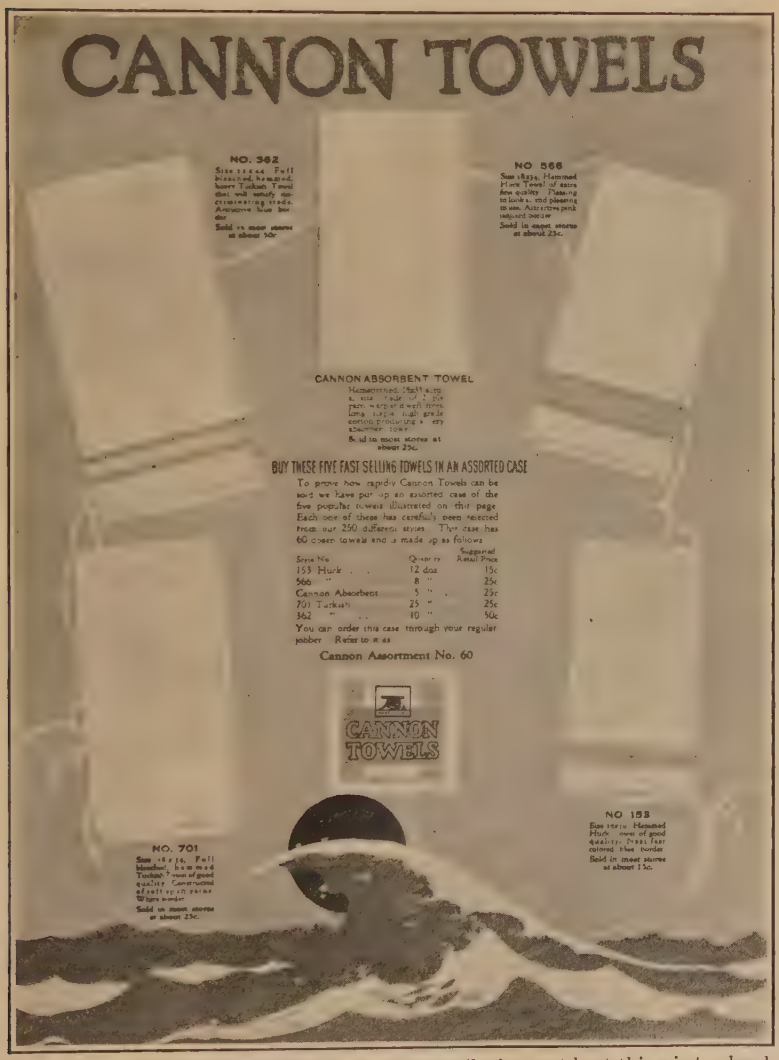

CANNON TOWELS
NO. 362
NO 566
CANNON ABSORBENT TOWEL
BUY THESE FIVE FAST SELLING TOWELS IN AN ASSORTED CASE
To prove how rapidly Cannon Towels can be sold we have put up an assorted case of the five popular towels illustrated on this page. Each one of these has carefully been selected from our 250 different styles. The case has 60 dozen towels and is made up as follows
Style No
Quantity
Suggested Retail Price
153 Huck . . 12 doz 15c
566 " 8 " 25c
Cannon Absorbent 5 " 25c
701 Turkish 25 " 25c
362 " 10 " 50c
You can order this case through your regular jobber Refer to it as
Cannon Assortment No. 60
CANNON TOWELS
NO. 701
NO 153

FIG. 105.—When samples cannot be sent by mail, the next best thing is to closely imitate the texture of the goods by some printing or lithographic process.

be sent, it is possible to strengthen sales material by using a good half tone or other photographic illustration of it.

There are some very ingenious methods of making realistic impressions of products, for example the process by which samples of woolen or cotton goods may be embossed directly on the catalog or other direct-mail literature. This gives such a close imitation of the precise texture of the goods that the eye and touch are well-nigh tricked into believing that the samples are attached (see Fig. 105).

A machine has been developed in recent years which uses the photographic process, although in the form of a cylinder printing press. Negatives are strapped into a large revolving cylinder, and sensitized paper is spread from a roll to meet these negatives. The cylinder is revolving at sufficient speed to make the correct exposure for each negative. The roll of paper is then dipped into a developing bath, remaining there long enough to bring out the proper depth of light and shade. It is then washed off in running water, dipped in fixing solution, again washed, and put on long racks for drying. By using, this process, very realistic results may be obtained.

Many manufacturers of dress goods, shirt waists, blouses, hosiery, bloomers, knitted sweaters, etc. have found the picture post card effective as a method of selling to the retail trade. Actual photographs appear to have a sales interest that no mechanical reproduction can be given. By means of the process described above, post cards may be obtained as a low a cost as $18 a thousand.

CHAPTER XX

TESTING FOR ASSEMBLY AND FOLLOW-UP

Concerns or individuals selling by mail must not only test in advance but continue the process of testing throughout the progress of the campaign. It is necessary to know how many orders must be received from each mailing to make it profitable. The process of discovering the exact amounts will differ in accordance with the business in question.

Between the large mail-order house and the corner drug store, mailing lists of special offerings each Friday, is the concern or individual selling by mail an unadvertised, unknown specialty. It may be a set of kitchen knives, a parlor lamp, or an equipment for lighting the farm electrically. Such a concern is faced with the most difficult problem in mail-order selling, and the methods used are worthy of notice by better known concerns.

The seller of an unadvertised specialty is not handicapped by the necessity of creating atmosphere or prestige for the house. His only aim is to secure orders at lowest cost. His article may not only be unadvertised and unknown, but even unwanted. The minds of his prospects are blanks, as far as his product is concerned. His literature must build up from the beginning. It must not only create a demand, and sell the idea that the article will do what is claimed for it, but it must close the sale then and there, and secure the order. There are no salesmen to follow up possible customers. Nor are there branch offices to which inquiries may be sent. The sole sales equipment is the mail-order literature.

The Value of a Definite Goal.—The specialty seller knows by experience the value of a definite goal for his sales literature. By advance testing, he knows almost exactly the number of orders he can secure from a certain mailing. He must have this information if he is to overcome the serious obstacles which confront him.

He ordinarily markets a single item first which must carry all expenses. He knows the cost of the specialty to the fraction of a cent. He may buy it from a manufacturer. A definite selling cost, beyond which he cannot go if he is to make a profit guides his procedure. Each name on his list becomes valueless to him, if sold, and he cannot spend time nor money in correcting or classifying this list. Rarely can he even afford to place names on a stencil.

The specialty seller may make errors on a small scale, but his system of testing prevents him from making large and expensive mistakes. He prepares literature with this goal in mind, and sends the matter out. If he is successful he knows that he has only to make up more literature of the same type and send it to similar prospects.

Figuring Selling Costs.—Specialty sellers commonly use what may be termed the "bull's-eye" method. Suppose, for example, that a set of books is to be sold. This set of books is unadvertised, unknown, and apparently unwanted, but it is useful and valuable. There are no salesmen, no branch offices, but there are sufficient capital and intelligent management.

The set of books costs $15, and there is an agreement with the author that the books shall not be sold for less than $45 a set. This leaves a margin of $30 a set.

It has been found by experience in specialty selling that it is usually safe to triple the cost of the product in arriving at the selling price. Furthermore, the cost of selling can safely be equal to the cost of the product, leaving a similar amount for profit. Accordingly, the books cost $15, the selling cost must not exceed $15, and $15 will be left for profit.

To spend $15 on mail-order literature to induce one prospect to buy a set of books costing $45 may seem an excessive charge. It is not safe, however, to figure on any less than 33⅓ per cent of sales cost. Some merchandisers, after long mail-order experience, have reduced their percentage of selling expense so that a proportionate reduction in selling price to the consumer might be made, but there are many more instances where the selling price has had to be increased to cover a higher cost of selling than was planned for at the beginning.

It should be remembered in this connection that the precentage of returns from straight mail-order literature is small. Often sales are made to but 1 or 2 per cent of the names on the list. If $15 is spent on each hundred names on a list, with orders resulting from 1 per cent, then each order so received has cost $15, but no single name on the list has been the recipient of literature worth $15.

The Bull's-eye Sheet.—By having an accurate knowledge of costs, a bull's-eye sheet, such as is illustrated in Fig 106, can be

TEST MAILING 5,000 — Group Four

BULL'S-EYE SHEET

"HISTORY OF THE GREAT WAR"—$45 Set

J. JONES CO. N. Y. C.

1st MAILING (JULY 15th, 1922)

Mailing List Cost (5,000)	Putting on Cards	$40	Number of orders from 1st mailing necessary to make total sales-cost:
Four Page Letterheading	Printing, Stock, Pwk., Photos and Cuts	140	
Processing, Filling-in	Complete, signed	40	
Return Card Contract	Printing, Stock	15	
Envelopes, Number Nine	Printing, Stock	30	
Stamps, 2c	On Window Envelope	100	10% 20% 33⅓%
		$415	92 46 28

2nd MAILING (JULY 25th, 1922)

One Page Letterheading	Embossed head	$45	Number of orders from 2nd mailing necessary to make total sales-cost:
Processing, Filling-in	Complete, signed	40	
Return Card Contract	Printing, Stock	15	
Envelopes, Number Nine	Printing, Stock	30	
Addressing on Envelopes	Typewritten	25	
Stamps, 2c, Applying	On Number Nines	120	10% 20% 33⅓%
		$275	154 77 46

3rd MAILING (AUGUST 1st, 1922)

Mailing Broadsides, Four Folds	Printing, Stock	$320	Number of orders from 3rd mailing necessary to make total sales-cost:
Addressing on Broadside	Typewritten	30	
Stamps, 1c, Applying	On Broadside	60	10% 20% 33⅓%
		$410	246 123 74

4th MAILING (AUGUST 7th, 1922)

One Page Letterheading	Embossed head	$45	Number of orders from 4th Mailing necessary to make total sales cost:
Processing, Filling-in	Complete, signed	40	
Four Page Folder	Printing, Stock, Folding, Pwk	140	
Return Card Contract	Printing, Stock	15	
Envelopes, Number Nine	Printing, Stock	40	
Stamps, 2c, Applying	On "Window" 9's	120	10% 20% 33⅓%
		$400	336 168 101
	Total	$1,500	336 168 101

FIG. 106.—The bull's-eye sheet (copyrighted by the author) which unerringly points out in advance whether a mail selling campaign has a good chance to succeed.

drawn up. This provides for four assemblies, with detailed costs for each item in the assembly, and a computed percentage of the orders necessary to make a profit.

Allowance is made for a test to determine the number of pieces needed in the series or, as it is commonly called, the "campaign." While the sheet plans for four mailings, it is not generally known whether one, two, three, or four assemblies will be required to bring the sales cost down to requirements. It is only known from experience that on this type of specialty it is not

safe to expect returns of over 1 per cent. Accordingly, the bull's-eye sheet has been made out on this assumption.

The physical size and shape of the pieces, the number of colors, or the typographical make-up will not be analyzed here. The copy, the art, and the idea of the campaign are purposely ignored in favor of the business phase of the program. It is presumed that each piece in the mailing series will be as nearly right as the theory and practice of mail-order selling can make it.

The Four Assemblies.—As noted on the bull's-eye sheet, it is planned to make a test mailing to 5,000 of the names on the list. The first assembly consists of two pieces in a No. 9 envelope, mailed under a two-cent stamp. The first is a 4-page letter, containing a processed and filled-in letter on page 1 with the story of the set of books on pages 2, 3, and 4. The second piece is a manila order card, self-addressed. The cost of mailing the test piece to the 5,000 names will be $415.

The second assembly in the series consists of a processed and filled-in letter on neat letterheading, accompanied by a manila order card, mailed in a No. 9 envelope, and again under a two-cent stamp. This assembly costs $275.

For the third mailing in the series, the plan includes a broadside, printed in two colors, folded four times, with a self-contained order card, perforated for easy removal, and mailed under a one-cent stamp. The cost, as shown by the bull's-eye sheet, is estimated at $410.

The fourth mailing consists of a 4-page folder, in colors, accompanied by a processed, filled-in letter on regular letterheading, and a "special offer" order card, all in a No. 9 envelope under a two-cent stamp. The mailing costs $400, bringing the total for the four mailings up to $1,500, as shown by the record sheet.

The three columns of figures at the right of the bull's-eye sheet show the number of orders from the various mailings necessary to make the total sales cost. The number of orders (at $45 each) that must be received to meet the sales costs at 10 per cent, 20 per cent, and 33⅓ per cent (the predetermined maximum) has been figured out.

If, from the first mailing, any number of orders in excess of 28 are received, the second, the third, or the fourth test mailings

will not be needed. The first assembly can be mailed to the entire list of as many millions of names as can be supplied with the capital at hand. If 28 orders are received from a mailing of 5,000, then 280 will be the result of mailing 50,000, and 2,800 orders may be expected from a mailing of 500,000, and so on, until the supply of names is exhausted.

If, however, less than 28 orders are received from the first 5,000 names, the second assembly will be sent to the same 5,000 addresses. This will add $275 to the cost, and make the requisite number of orders 46 for 33⅓ per cent, 77 for 20 per cent, and 154 for 10 per cent. If two mailings fail to bring in enough orders to cover the sales costs, the third mailing is utilized, and finally the fourth, adding with each mailing an additional cost, and increasing the requisite number of orders as shown on the bull's-eye sheet.

Theory versus Practice.—Certain questions arise at once when the bull's-eye plan is put into operation. The first of these is in regard to waiting for results from the first mailing before proceeding with the compilation of the second. It is not possible to wait long enough between mailings to do this, if the campaign is to be kept in the minds of prospects. The second mailing must be sent out ten days after the first. This will be long before all orders have come in as a result of the first mailing.

The bull's-eye sheet illustrates the theory. In actual practice, four separate tests will be made. Four groups of 5,000 names each will be listed. To group 1 will be mailed the first assembly only. The manila order card will be given a key number, so that there will be no confusion in tabulating returns. To group 2 will be sent both the first assembly and the second, and the order cards will be given a different key number. The same process will be carried out with the third and the fourth groups. When the orders cease to come in, a simple compilation will show whether it pays to use the second, third, or fourth mailings.

If, from group 1, 46 orders were received as a result of the one mailing, and if, from group 2, only 57 orders were received from the two mailings, it is obvious that the percentage of sales cost is less from the one mailing than it is from the two. The simplest procedure then will be to send the first assembly to the entire list, with the realization that it will be possible later to send a follow-up.

There remains the matter of the sales cost. If the total reaches the maximum of 33⅓ per cent, there is no allowance for overhead. But on the bull's-eye sheet the cost of printing, materials, processing, and addressing in small lots appears. The reduction in these costs when large mailings are employed will more than cover all overhead. For all practical purposes, the figures given on the bull's-eye sheet may be accepted as sure guides.

The decision as to whether to continue with the fifth, sixth, and seventh mailings is a matter for individual decision. There have been many campaigns direct by mail which have been successful from the very beginning, while others would have been utter failures if the campaign had been allowed to cease with the fourth mailing. Some campaigns have been successful with the eighth, ninth, and even the tenth piece. It depends upon the article, the person in charge of the work, and the amount of capital.

There are cases, of course, where the campaign cannot be made successful, no matter how many mailings are made. There is nothing to do but to sacrifice the profit or to procure the specialty for less money. This does not affect the value of the bull's-eye plan. The presentation of the business side of the proposition cannot add merit to the copy or give inspiration to the art work. Its importance lies in providing a definite goal towards which to work. At every stage in the proceedings it is possible to tell just how the campaign is progressing. The fault to be found with many mail campaigns is that no way has been provided for ascertaining just what the results have been.

Conclusions.—It is necessary to realize that there is a difference between a successful campaign of mail-order literature, and a successful direct-mail campaign. In the mail-order campaign, the number of orders received is the only gage by which its efficiency may be measured. In the direct-mail campaign, the amount of prestige which has been built up is hard to measure.

While it will not be possible for every concern selling by mail to follow out the method used in selling specialties, it should be possible to answer the following questions:

1. What is the exact mailed cost of the piece?
2. For what definite purpose was it created?

3. To make it a profitable investment, what exact result must be secured from its mailing?

4. Is the record as to the efficiency with which it has performed its duty available for subsequent reference?

If the foregoing questions can be answered, much guesswork should be eliminated as to the exact results which mail-order campaigns are producing. It will be possible to know when a campaign has been a success and when a failure.

CHAPTER XXI

ORDER BLANKS AND RETURN CARDS

Without belittling the value of the form letter or other literature, the importance of the return order blank or card may be emphasized. The president of one of the large mail-order houses, when asked to name the most reassuring feature in the mail-order business, replied: "The customer's order with check attached."

The work done in preparing the message, printing it, addressing, selecting the list, etc., is futile unless the actual orders are secured. The psychological effect of the order blank as a sales force should not be underestimated. Often a customer, still undecided, will find the order blank or the return card before him or in his hands. The order blank must be prepared with care and attention to detail. It must be so arranged that the customer will understand the system immediately. The simpler it is for him to order, the better the mailing blank is. This is especially true where the choice of styles and sizes is complicated.

Order Blanks versus Return Cards.—Because the idea behind the preparation of the return blank or card is to make it as easy for the customer as possible, whether to use blanks with envelopes or post cards must be decided. There are several factors which must be taken into consideration:

1. The amount of information to be put on the card:

(*a*) Number of items in average order.

(*b*) Amount of information necessary to put on card to make method of ordering plain. Mail-order houses selling a variety of goods will need to use order blanks. Where a single specialty is being sold, the order blank can take the form of a card. If the article is a single specialty which is to be sent either C.O.D., or where no money is necessary to accompany the order card, it may be a self-contained card addressed to the manufacturer or other seller on the address side.

2. The purpose of the enclosed blank or card. If the original mailing is designed to sell a proposition and to secure immediate

payment for it. That is, if a check, money order, or currency is to be sent with the order, the envelope is enclosed.

3. Nature of information or type of product sold. If there is any information demanded on the card which the recipient might not like to have transmitted through the open mail, it is imperative to use an envelope.

The Order Blank.—Wherever possible, the order blank should resell the hesitating prospect on the proposition he is asked to accept. It should be so worded that the signer is unconsciously praising the merchandise and reassuring himself that he is doing the right thing in signing.

The language of the order blank should always be in the affirmative. It should first minimize then nullify the objections that may arise at the last moment. The crucial point of the sale takes place when the order blank is about to be filled out. Many mail-order men prepare the order blank in such fashion that it is only necessary for the signer to affix his name. Still others make it possible for him to check the articles desired.

The following order blank was enclosed in an assembly intended to sell pecans. The seller, a Rotarian, was circularizing fellow Rotarians.

Order blank:

My motto:
You must be satisfied.

Reference: Bank of Commerce.

Pecan Order for
WALTER RYLANDER
"The Pecan Man"
Americus, Ga.

Date:

Dear Walter:

The sample pecans you sent me were the finest I ever tasted.

Send me the quantity I have checked, all charges prepaid.

I understand that if the nuts you send me are not up to the samples I have just eaten, you will refund my money.

( )	5-lb. boxes High-grade Paper-shell Pecans	$3.95 Box Ppd.
( )	10-lb. boxes, High-grade Paper-shell Pecans	$7.85 Box Ppd.
( )	25-lb. crates High-grade Paper-shell Pecans	$19.50 Crate Ppd.
( )	50-lb. bags High-grade Paper-shell Pecans	$38.50 Bag Ppd.

I sell for cash only. Attach your check to this order blank and mark the amount of your remittance here. Amt. Enc. $.....

NAME
St. Address
City and State

The editor of *Postage* takes exception to the arrangement of this blank and proposes the following:

Dear Walter:

I liked the sample pecans you sent me and want some more of them. Please send me the quantity checked.

( ) 5-lb. boxes High-grade Paper-shell Pecans	$3.95 Box
( ) 10-lb. boxes High-grade Paper-shell Pecans	$7.85 Box
( ) 25-lb. crates High-grade Paper-shell Pecans	$19.50 Crate
( ) 50-lb. bags High-grade Paper-shell Pecans	$38.50 Bag

The price includes prepayment of delivery charges and guarantee of safe delivery. It is also, of course, understood, that if the nuts you send me are not up to the samples I have just eaten, you will refund my money.

Attached is my check for $.....

Name.....

Address.....

.....

It is pointed out, with justice, that "I sell for cash only" is discordant and faulty composition.

The mail-order houses have made up their order blanks with much care and forethought. It is desired to make it as easy as possible for the customer to order and at the same time to obtain all the information necessary to fill the order correctly.

Figure 107 illustrates the order blank used by Lane Bryant. On the face is space for customer's name and address, amount enclosed, items ordered (in detail), and various cautions aimed to prevent mistakes or omissions.

The reverse side of the order blank is used to obtain new names for the mailing list, now a common practice. The rest of the blank is occupied with affirmative copy, tending to impress the customer with the simplicity, safety, ease, with which orders can be given. The salient points in the policy of the house are stated to prevent misapprehension. Finally, a method for measuring children's garments is given.

Figure 108 shows a form used by Strawbridge & Clothier of Philadelphia. The face of the blank follows the same style as the Lane Bryant blank. On the reverse side, however, the space is used to advertise anniversary mail-order specials. The policy has sometimes proved of value in disposing of articles likely to appeal to a large proportion of buyers.

Mail Orders Filled From New York Only

Lane Bryant

5th Ave. at 38th St. New York, N. Y.

I send you this order with the understanding that if the goods sent me are not entirely satisfactory, I may return them and you will exchange them for other merchandise, or you will refund my money, whichever I prefer.

Be Sure to Include Necessary Postage

Make sure that your Check or Money Order includes all postage charges as stated in each description. Also include insurance fee if you wish merchandise sent by Insured Mail (see table of rates at bottom of page). If you send more money for postage than we actually require will refund difference. On C.O.D. orders we require a deposit of at least one-fourth. Shipment of C.O.D. if a mail be made by Parcel Post or Express, charges collect, including charges for returning money. No Charge Accounts. All orders MUST be accompanied by a remittance. Nursery Furniture shipped by express transportation charges collect.

AMOUNT ENCLOSED

Remit either by Post Office Money Order, Bank Draft or Check—*and be sure that your Money Order or your Check includes all postage charges.*

It is not safe to send cash; but if you cannot remit in any other way enclose the money with your order in a strong envelope, seal it very securely—and *be sure to have it registered.*

	Dols.	Cts.
Money Order		
Draft or Check		
Credit Bill		
Cash		

Write name and address very plainly. Date . . . . . .

Mr. or Mrs.	First Name	Middle Initial	Last Name

(Please use your husband's name or initials)

House Number ..... Street or Avenue ..... R. F. D. No. ..... Box No. .....

Town ..... State .....

(Write the name of your post office very plainly.) (Write name of State in full.)

DO NOT WRITE IN THIS SPACE

Is this your first order from us? .....

Have you changed your address since your last order? .....
If you have, write former address here .....

Mail Orders Filled from New York Only

PAGE NO.	STYLE NUMBER	Do Not Write Here	HOW MANY?	ARTICLE	COLOR 1st Choice	COLOR 2nd Choice	★SIZE	★AGE	PRICE, EACH Dols.	PRICE, EACH Cts.	TOTAL Dols.	TOTAL Cts.	Postage Cts.

★ State AGE only, unless otherwise specified in description — Total Amount

IMPORTANT

Be sure you have given correct sizes and colors, and written your name and address plainly. Look over your order again. This will save delay.

If you want your package insured, be sure to include necessary amount in your total remittance.

INSURED PARCEL POST

If you desire your packages sent by insured parcel post, please so advise and enclose:

3¢ extra for value up to $5.00
5¢ extra for value up to $25.00
10¢ extra for value up to $50.00
25¢ extra for value up to $100.00

Lane Bryant Apparel Specialists Fifth Avenue at 38th Street New York, N. Y.

FIG. 107.—Illustration of a typical mail-order order blank.

Making Ordering Simpler.—A great deal of trouble was experienced at one time by mail-order houses in filling orders satisfactorily, where the elements of style, proper fit, and size entered into the problem. Figure 109 shows the ingenious

ORDER BLANK Mo._____ Day_____ 1922

STRAWBRIDGE & CLOTHIER

Market, Eighth and Filbert Sts.
Philadelphia, Penna.

Please do not write in this space

Please write plainly. All Members of One Family Should Order Under One Name
Mrs., Miss or Mr. First Name Middle Initial Last Name

NAME

Post Office State

Street and No. R. F. D. P. O. Box No.

Shipping Point State County

How Many Miles Do You Live from Freight Depot?

Amount of Money Enclosed

How to be Shipped

Please do not write in this space

If you wish this shipment insured, mark an X here....and remit 3c additional if the value of the shipment is less than $5.00, or 5c if between $5.00 and $10.00. If more than $10.00, we pay the insurance. Unless insured we assume no responsibility for packages lost in the mail.

☐ Parcel Post

☐ Express Exp. Co.

☐ Freight R. R. Co.

If there is no freight agent at your shipping point, it will be necessary for you to send money to prepay the freight charges. If there is an agent, you can pay the freight when the shipment reaches you. It is only necessary to prepay when there is no agent at your station. The charges are the same.

Do Not Write Here	Number in Catalog Make Figures Plainly	Quantity	Be Sure to Give Name of Each Article Wanted	Colors, Sizes, Finishes, etc.	Price Each or Per Doz.	Extend Here	Please do not write in this space
1				Colors, Sizes, Etc			
2				Colors, Sizes, Etc			
9				Colors, Sizes, Etc			
10				Colors, Sizes, Etc			

WE WANT YOUR FRIENDS TO BE OUR FRIENDS

We know that you want your friends to share in the many good things this Style Book contains. We have made it easy for you to send us their names by providing the spaces below. Just write the name of one from each household and let the catalog we send make them our friends. Thank you.

Name	Name	Name
Post Office	Post Office	Post Office
State	State	State

FIG. 108.—Another order blank used in mail-order selling. The reverse side carries mail-order specials.

method now used by large mail-order houses in combining, on the back of the order blank, directions for men's and women's clothing measurements and also a device for securing proper foot measurement. The most detailed instructions are given as to the method of making measurements, and the result

Read These Helpful Suggestions on How to Order

The garments shown in our catalog are made by competent workmen, ready for you to wear, and can only be furnished as illustrated and described. Each garment is so carefully cut and so accurately made, however, that with the simplest of measurements, we are able to guarantee you a satisfactory fit in every respect

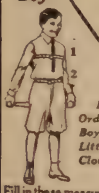
The following diagrams and instructions are given for your convenience. By following them precisely, you insure yourself of a satisfactory fit, quick service, and avoid inconveniences which are caused by improper and inaccurate measurements. Do not guess at your size or attempt to measure yourself. It is always best to have someone measure you.

Always send us the actual measurements. Never measure from garments you have been wearing, and do not make any allowances for seams. We will make all necessary allowances for a proper fit.

Always use an accurate tape measure, and take all measurements snugly, not tightly, over close-fitting shirtwaist or dress, while wearing corset.

TOES at This End

The Boy



In Ordering Boys' and Little Boys' Clothing

Fill in these measurements carefully

1. Chest	Size Table—How to Measure Be sure to give all information called for in the table 1. Chest—Measure all around chest over the blouse at 1. Be sure your tape is well up under the arms and drawn fairly tight. 2. Waist—Measure at waist line over the pants at 2. This should be taken just above the hip bones
2. Waist	
3. Size usually ordered	4. Age 5. Height 6. Weight

When ordering long trousers or long trouser suits for boys give all information requested in note 1 & 2 to 6 shown below for men.

How to Order Men's, Young Men's and Youths' Suits, Trousers and Overcoats—

In measuring for one's clothing stand naturally, breathe regularly and do not expand the chest. Take everything bulky out of your pockets, make no allowances for seams, and always give Height, Weight and Age. We will make all necessary allowances to fit you properly.

IN ORDERING—

Suits—Give all measurements called for in Size Table.

Trousers—Fill in measurements 2, 3 to 4, 5 to 6, 11 and 12 as called for in Size Table.

Overcoats, Raincoats and Mackinaws—Same as for suit coat 1, 8 to 9 and 12 as called for in Size Table. Be sure to take breast and waist measure loosely over the vest with coat off. We make proper allowances.

Overalls and Work Pants—Fill in measurements 2, 3 to 4 and 7 as called for in Size Table.

Directions for Measuring

1. Chest Measure—Take off your coat and measure over the vest only. Pass the tape entirely around the body at 1 as shown in the illustration.

Be sure to keep the tape up under the arms and straight across the shoulder blades, but not too tight. State whether you want a snug or loose fitting coat.

2. Waist Measure—Now turn up your vest as shown. Then measure all around the waist just above the hip bones and over the trousers.

3 to 4. Inseam Measure—Measure from close up in crotch at 3 down to the desired length of trousers as shown at 4. Do not make any extra allowances for cuff bottoms, as we make necessary allowances. However, be sure to state whether you want your trousers made with plain or cuff bottoms.

5 to 6. Outseam Measure—Measure from the top of the waistband at 5 down to the desired length of trousers at 6.

Size Table

1. Chest	7. Seat Measure
2. Waist	8 Sleeves 9.
3. Inseam 4	10. Size You Are Now Wearing
5. Outside 6. Seam	11. Cuff or Plain Bottoms
12. Weight	
Height	
Age	

7. Seat Measure—Run tape all around the largest part of the body, directly over the hips and seat.

8 to 9. Sleeve Measure—With your coat on and elbow bent as shown in the back view, measure the sleeve length from center back seam at 1 across the middle of the shoulder blade and around the elbow to edge of sleeve at 8.

10. Give size of the suit or overcoat you are now wearing.

11. Be sure to state whether you want your trousers with plain or cuff bottoms.

12. Height, Weight and Age are a check on your measurements—always give them. *If you have difficulty in getting a suit to fit mention the particular trouble.*

Women's and Misses' Wearing Apparel

Suits and Dresses for Women, Misses, and Juniors—Fill in correctly, after measuring exactly, all the measurements called for in size table; also give height and weight. Misses and Juniors sizes give age also.

Coats for Women, Misses and Juniors—Fill in correctly, after measuring exactly, measurements 1 and 5-6 as called for in size table. Misses and Juniors give age also.

Waists for Women and Misses—Give correct measurement of Bust (1) as called for in size table.

Skirts for Women, Misses and Juniors—Fill in correctly after measuring exactly, measurements 2, 3 and 4, as called for in size table.

Write Your Measurements Here:

Size Table

1. Bust	
2. Waist	3 Hips
4. Front Length of Skirt	5. Back 6
Juniors and Misses. Be Sure to Add Age.	

Size Table—How to Measure

1. Bust Measure—Measure fullest part of Bust at 1, close up, under the arms and straight across shoulder blades, all around. Do not allow tape measure to slip down at back.

2. Waist Measure—Give this measurement for either regulation Waistband, Girdle top Skirts or Dresses. Measure all around smallest part of Waist at 2.

3. Hip Measure—Measure at 3, over skirt, all around at fullest part of Hips. This is about 7 inches below the smallest part of waist.

4. Front Length of Skirt—Measure from the smallest part of waist in front at 2, down to 4, or whatever length you desire. Do not measure from waistline to floor. The description of each garment tells you the range of skirt lengths we carry.

5-6. Back Measure—Measure from the armhole seam at 5 across the broadest part of back to armhole seam at 6

State These Numbers They Insure a Correct Fit Longer Wear

To Order Shoes—

That will fit you exactly the First Time, follow these simple and easy directions for Men, Women, Misses and Children.

First—Place this catalog or order blank flat on the floor.

Second—Sit down and place either foot (with stocking on) squarely but lightly—**without pressure**—on the two black lines running diagonally across this page.

Third—Let your heel be near the spot marked Place Heel Here, so that your toes will extend toward the spot marked Toes.

Fourth—With a pencil held straight up and down, at right angles to the floor and against your foot, trace all around your foot, as shown in illustration A.

Be careful not to allow your foot to slip and be sure to keep your pencil straight up and down and against foot while tracing. This is all you have to do. We will do the rest. **Use a soft pencil that will make a broad black mark.**

As an added safeguard it is well to give us all the numbers which appear in a comfortable old shoe as explained above, and also to give the size you usually order.

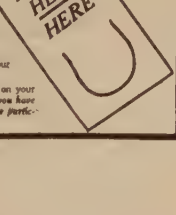


FIG. 109.

has been that mail-order houses have found it possible to fit most persons as satisfactorily by mail as through personal service.

The determining effect of the construction of the order blank was convincingly demonstrated by a firm selling field seeds direct to the farmer. By sending a seed book and a price list, one order was secured out of five inquiries. Analysis of the situation proved that difficulty in figuring out amounts and prices accounted for much of the failure to order. In from 15 to 20 per cent of the cases, inquiries stated what was desired. By filling in the information on the order blank, making it necessary for the

THIS ORDER SAVES YOU $2.70

International Magazine Co., 119 West 40th Street, New York City

You may send me Good Housekeeping AND Hearst's International each for 12 months at the very special combination price of $4.50 for both. [These two magazines would cost $7.20, if bought on the newsstands.]

☐ You can bill me later
☐ *or* I enclose $4.50
Please check your choice

[Canadian Postage $1.00 extra; Foreign $2.00 extra]

Name_____

Address_____

City_____ State_____

GOOD FOR A LIMITED TIME ONLY

PRINTED IN U. S. A. OVER

FIG. 110.—Where the order is not to be accompanied with cash or check, the simple card, without envelope, is often used.

farmer merely to fill out a check for the order, sales were increased to one out of three where the inquiry gave information as to what was desired. Where possible, print or write the buyer's name on the order blank. To purchase, he simply makes a check mark in the proper square.

When window envelopes are used, it is possible to address the order card. The address carries the envelope to the recipient and acts as his signature to the order blank on its return trip. There is an excellent psychological effect when the man about to decide yes or no on a purchase finds his name already written on the order blank. Where the order is to be returned without cash, a simple order card may be used without an envelope.

Some sellers of specialties, and particularly magazine agencies, find it profitable to enclose a number of order blanks for different items. Figure 110 illustrates one printed on thin paper and enclosed as a stuffer.

Coin Cards.—Whenever currency is to be sent, it is desirable to furnish a coin holder of the size to fit into the envelope. Here again the best policy is to use the coin holder as an order card. The buyer signs his name directly on the coin card (see Fig. 111).

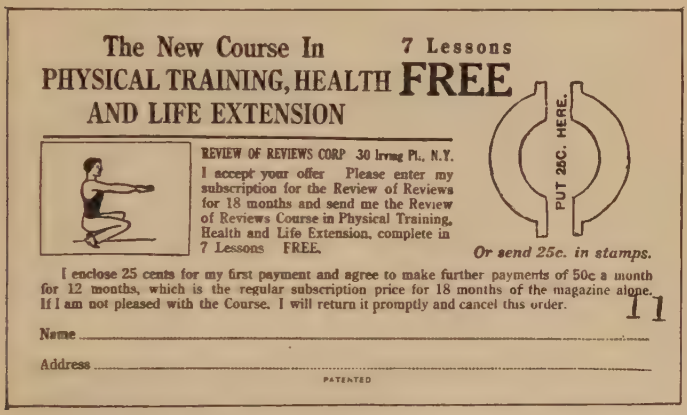

The New Course In
PHYSICAL TRAINING, HEALTH
AND LIFE EXTENSION
7 Lessons
FREE
REVIEW OF REVIEWS CORP 30 Irving Pl., N.Y.
I accept your offer Please enter my subscription for the Review of Reviews for 18 months and send me the Review of Reviews Course in Physical Training, Health and Life Extension, complete in 7 Lessons FREE.
PUT 25C. HERE.
Or send 25c. in stamps.
I enclose 25 cents for my first payment and agree to make further payments of 50c a month for 12 months, which is the regular subscription price for 18 months of the magazine alone. If I am not pleased with the Course, I will return it promptly and cancel this order.
11
Name
Address
PATENTED

FIG. 111.—A coin card, die-cut to hold currency stimulates orders from the procrastinating, who, in the absence of easy means for transferring money, might never buy.

The Envelope.—The plain manila envelope is ordinarily preferred for return order blanks (see Fig. 112). On the reverse of the envelope is the following message, in large type: "Before sealing this envelope be sure you have given name and address and the size, color, article number, and quantity of each item ordered. Some people forget these things, so please Be Sure."

A test is the only way by which to ascertain whether a stamp should be placed on the return envelope. In any event, the waste in postage is certain to be large on an average of 3 or 4 per cent returns. Whether it is worth while will be determined by the circumstances.

It is doubtful whether the stamping of the return envelope influences the sale unless the unit of sale is small. Where the unit

of sale is large, it has been found not to effect the sale materially. If a man has been brought into the mood to purchase and has signed the order blank, the lack of a two-cent stamp will not ordinarily prevent him from sending the order. Where the unit of sale is small, however, it may be wise to make a test, and determine whether the percentage of replies is materially increased by stamping the return envelopes.

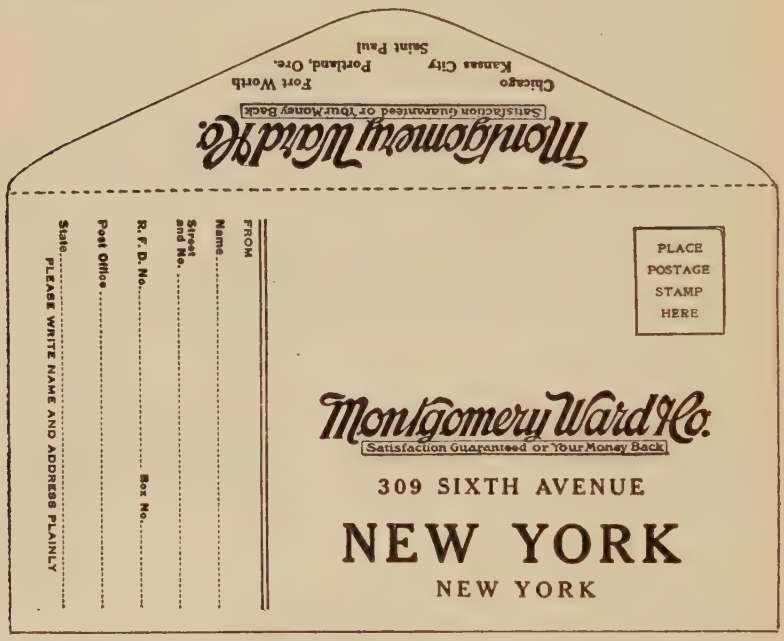


Fig. 112.—On the reverse side of this return envelope appears the message, "Before sealing this envelope be sure you have given name and address and size, color, article number and quantity of each item ordered."

When the mailing is to a business man, it is logical to suppose that he does not stamp his own mail. He seals the envelope and places it in an outgoing mail basket. It is collected and mailed by one of his office force. Stamping a return card would be hardly worth while.

Return Post Cards.—Lister R. Alwood, comments on the use of return post cards in *The Mailbag*. The synopsis was as follows:

(*a*) Senders were:

	Per Cent
Book publishers	30
Magazine publishers	18
Printers	15
Stock promoters	8
General manufacturers	7
Paper manufacturers	5
Office supplies	3
Direct-mail service	3
Travel service	3
Records by mail order	2
Typewriter manufacturers	2
Life insurance	2
Photoengraving	2
13 different lines	100

(*b*) Sizes used:

3¼ by 5½	57
3½ by 5½	13
3¼ by 5¼	5
3 by 5	15
Other sizes	10
	100

(9 out of 10 in a 3 by 5 size)
(3½ by 5¾)
(3⅜ by 5½)
(3 by 4⅜)
(3¼ by 4⅜)

(*c*) Further distinctions:

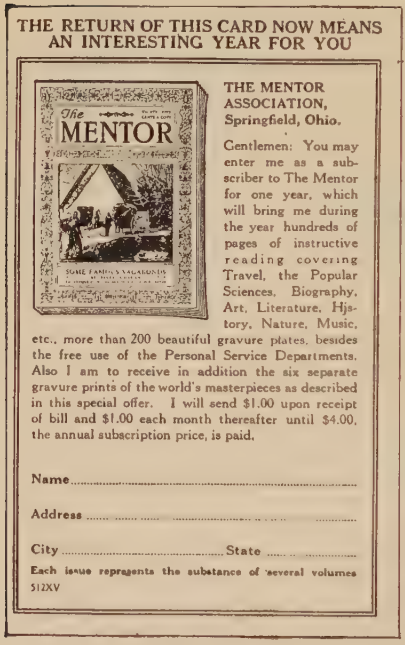
	Per Cent
1. Colored stock used	30
2. Government cards	13
3. Two colors on white	20
4. Stamped	5
(Including 2)	18
5. Perforated-detachable	5
6. Gummed to folder	5
7. Self-accelerative	28
8. To be enclosed and mailed	2

Eighteen out of every 100 post-card users employed government cards, five affixed the stamp themselves and the others were sent unstamped. There were eight separate variations on the standard 3 by 5 post-card size. The majority of the variations were due to use of special-sized stationery, of the size of the folded

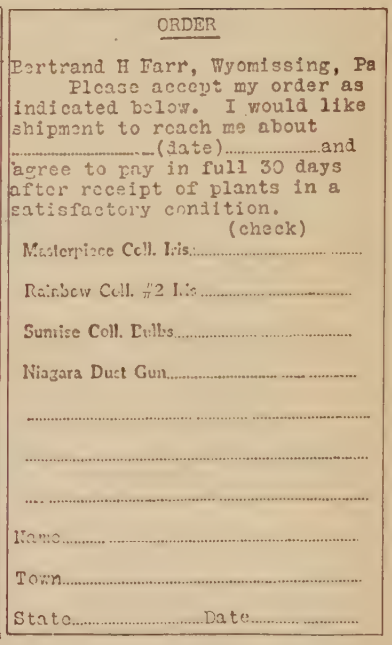
space, or of the method of enclosure. Colored stock was used by three out of ten; two out of ten use a second color with black on a

This Card Saves You $3.90
MAIL IT TODAY to get COSMOPOLITAN 2 Years for $4.50
No Money Now—Only Your Name
COSMOPOLITAN, 119 West 40th Street, New York, N.Y.
Check Here
or Here
Please enter my subscription to Cosmopolitan for TWO years at the special low price of $4.50, a full saving of $3.90 over the single copy price. I understand I shall receive without extra charge a copy of Brisbane's Book of Today.
Please enter my subscription to Cosmopolitan for one year at the regular subscription rate—$3.00. (This offer does not include the Book of Today.)
Canadian Postage $1.00 extra. Foreign, $2.00 extra.
Name
Address
State
Please state whether this is a new or renewal subscription
This is a Special 10-Day Offer—Mail Card Today!
C-GHLv-2
PRINTED IN U.S.A.

A


THE RETURN OF THIS CARD NOW MEANS AN INTERESTING YEAR FOR YOU
The MENTOR
THE MENTOR ASSOCIATION, Springfield, Ohio.
Gentlemen: You may enter me as a subscriber to The Mentor for one year, which will bring me during the year hundreds of pages of instructive reading covering Travel, the Popular Sciences, Biography, Art, Literature, History, Nature, Music, etc., more than 200 beautiful gravure plates, besides the free use of the Personal Service Departments. Also I am to receive in addition the six separate gravure prints of the world's masterpieces as described in this special offer. I will send $1.00 upon receipt of bill and $1.00 each month thereafter until $4.00, the annual subscription price, is paid.
Name
Address
City
State
Each issue represents the substance of several volumes
512XV

B


ORDER
Bertrand H Farr, Wyomissing, Pa
Please accept my order as indicated below. I would like shipment to reach me about
(date) and agree to pay in full 30 days after receipt of plants in a satisfactory condition.
(check)
Masterpiece Coll. Iris
Rainbow Coll. #2 Iris
Sunrise Coll. Bulbs
Niagara Dust Gun
Name
Town
State
Date

C

Fig. 113.—Three return cards used as order blanks to bring back orders for magazine subscriptions, and flowers.

white stock. Twenty-eight out of 100 cards attempted to accelerate the sales message by using the post card itself for the

purpose. Just as in the case of the order blank, the function of the return post card is to make it easy for the customer to order. Everything else should be subordinated to this. Generally speaking, cards printed in color are more effective than those in plain black and white.

Figure 113 illustrates three typical return cards.

FIG. 114.—"Don't waste space" is the motto of successful users of direct mail. See how even the address side of order cards is made to carry its share of the burden of selling.

Card A points out in a headline that the card saves $3.90 and urges mailing it today. It makes plain that no money is required, but that the signature is sufficient. Two alternative offers are made on the card. To accept either one, it is necessary merely to make a check mark.

ORDER BLANK

AMERICAN BANKERS' ASSOCIATION
Legal Department
5 Nassau Street, New York

Please forward prepaid on approval . . . copies of the DIGEST OF LEGAL OPINIONS OF THOMAS B. PATON, General Counsel. Complete Edition, 1921. Bound in Legal Buckram, Size 7x10, Over 700 pages.

☐ I will either return the book within ten days, or remit $5.00 for it.

☐ Enclosed find check

Ellsworth P. McGounn
Barkley Hall, West
Cambridge, Mass.

Detach Here

RETAIN THIS STUB

to remind you that you ordered your copy.

Its value will be returned to you when you find the answer to only one question which you are unable to answer quickly and which calls for immediate action

Add to your own knowledge of how to solve practical problems by studying what has been the experience of others.

AMERICAN BANKERS' ASSOCIATION
Legal Department
Five Nassau Street
New York

FIG. 115.—The buyer tears off the "stub" when ordering as a reminder that he has bought, and that the book should be coming soon.

Card B illustrates the appearance of the magazine for which it serves as an order card. It sums up in one paragraph the various benefits which the magazine will bring to the subscriber, and acts as an accelerative to action.

Card C is the order form of card. It is processed in blue ink. Ordering is made simple by listing offers for checking. Space is, however, provided for ordering additional items.

Figure 114 shows how the address side of the return card may be used for advertising purposes.

Figure 115 illustrates the method of using a stub attached to the card. The purpose of the stub is to remind the purchaser that he has ordered the product. The opposite side of the stub in this case is used to quote extracts from the book, tending to increase the purchaser's assurance of its value.

The Application Certificate.—The application certificate may be used to vary the order blank or return card. Figure 116

Application Certificate

If this Certificate is Mailed on or Before March 20, 1923

will be entitled to a complimentary copy of the New Atlas of the World in combination with a year's subscription for The Literary Digest.

(Signed) W. J. FUNK, Vice-President.

Application Certificate

For the Free New Atlas of the World, with The Literary Digest

This Application will be Accepted if Signed and Mailed on or Before March, 20, 1923

FUNK & WAGNALLS COMPANY
354-360 Fourth Avenue, New York, N. Y.

Gentlemen:— Please enter my subscription for one year for The Literary Digest at its regular price, $4.00,* in connection with which I am to have free of charge a copy of the new, cloth-bound, Atlas of the World. I will send you $4.00 to pay for my "Digest" subscription when you notify me that the Atlas is ready to be forwarded.

DI

Name . . . . . .

Street Address . . . . . .

City . . . . . State . . . . . .

*If you are already a Digest subscriber terms of this offer will be sent to you upon application.

FIG. 116.—Over 100,000 of these "certificates" were returned to the Funk & Wagnalls Company, representing $400,000 worth of business.

shows the form mailed with a letter by Funk & Wagnalls Company to a selected list, offering a 176-page Atlas of the World free with a year's subscription to *The Literary Digest*. Over 100,000 certificates were returned, representing a monetary value of $400,000.

Special Discount Card.—Figure 117 illustrates a two-piece assembly which succeeded in bringing 7½ per cent returns from a mailing of 100,000 selected names. This mailing was sent only to individuals who had already purchased a copy of Wells' "Outline of History" from the Review of Reviews Corporation, and it was aimed to impress on the recipient that he was one among a favored few who could take advantage of the offer.

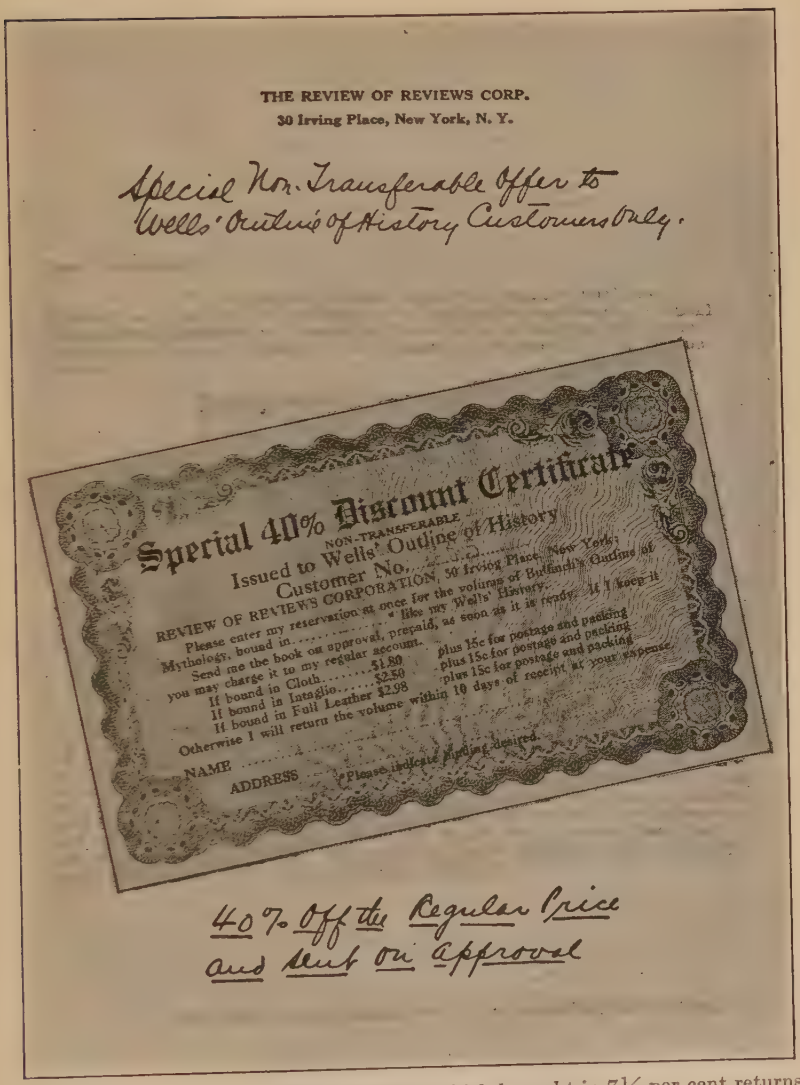

THE REVIEW OF REVIEWS CORP.
30 Irving Place, New York, N. Y.
Special Non-Transferable Offer to
Wells' Outline of History Customers Only.
Special 40% Discount Certificate
NON-TRANSFERABLE
Issued to Wells' Outline of History
Customer No.
REVIEW OF REVIEWS CORPORATION, 30 Irving Place, New York:
Please enter my reservation at once for the volume of Bulfinch's Outline of Mythology, bound in ..... like my Wells' History.
Send me the book on approval, prepaid, as soon as it is ready. If I keep it you may charge it to my regular account.
If bound in Cloth ..... $1.80 plus 15c for postage and packing
If bound in Intaglio ..... $2.50 plus 15c for postage and packing
If bound in Full Leather $2.98 plus 15c for postage and packing
Otherwise I will return the volume within 10 days of receipt at your expense.
NAME .....
ADDRESS .....
Please indicate binding desired.
40% Off the Regular Price
and Sent on Approval

FIG. 117.—A two piece mailing assembly which brought in 7½ per cent returns from a list of 100,000 selected names.

CHAPTER XXII

CREDITS AND COLLECTIONS

A cash policy is ordinarily associated with the large mail-order houses. With products which require large outlay, such as pianos, phonographs, stoves, ready-cut houses, etc., sales are made on instalments. Whenever a concern plans to sell products of large or even moderately large unit value, it must also plan to allow credit. Where the instalment plan is used, there must be a follow-up of some sort when instalments are due.

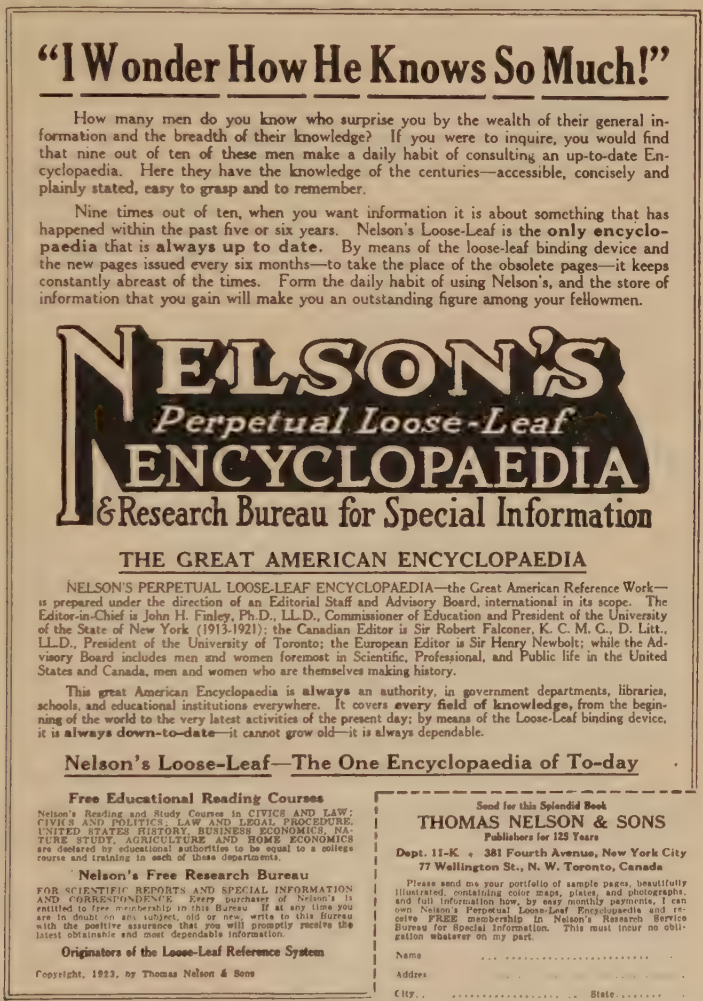
Many concerns selling articles of small unit value, such as books, and specialties of varied kinds, allow the privilege of examination before exacting payment. But wherever this is done there is always a certain percentage which fails to return payment when due. This naturally calls for some system of handling collections inside the organization.

Whereas collection systems for instalment and for small transactions are much the same in collecting back instalment payments there is always the need for tactful handling to preserve the interests of merchant, and customer. The customer, may, for instance have some just grievance or temporary misfortune behind his failure to meet instalment obligations.

When a customer purchases a specialty, and fails to make payment, holding his goodwill is less of a factor than with the buyer on instalment. Where the size of the debt is small, legal action would not be profitable and the payment must be secured through other means. It may be more profitable to the company to write off the unpaid bill as a bad debt than go to the expense of sending out a large number of collection letters.

The Mail-order Instalment Plan.—The application of instalment selling methods to the mail-order business is due mainly to the success of the various correspondence schools in selling by this method. In fact, were it not for the possibility of selling the correspondence course on the instalment plan, the whole idea would hardly have been possible.

Most success in instalment selling has been secured probably by the booksellers. Figure 118 shows a typical advertisement in



"I Wonder How He Knows So Much!"

How many men do you know who surprise you by the wealth of their general information and the breadth of their knowledge? If you were to inquire, you would find that nine out of ten of these men make a daily habit of consulting an up-to-date Encyclopaedia. Here they have the knowledge of the centuries—accessible, concisely and plainly stated, easy to grasp and to remember.

Nine times out of ten, when you want information it is about something that has happened within the past five or six years. Nelson's Loose-Leaf is the **only encyclopaedia** that is **always up to date.** By means of the loose-leaf binding device and the new pages issued every six months—to take the place of the obsolete pages—it keeps constantly abreast of the times. Form the daily habit of using Nelson's, and the store of information that you gain will make you an outstanding figure among your fellowmen.

NELSON'S
Perpetual Loose-Leaf
ENCYCLOPAEDIA
& Research Bureau for Special Information

THE GREAT AMERICAN ENCYCLOPAEDIA

NELSON'S PERPETUAL LOOSE-LEAF ENCYCLOPAEDIA—the Great American Reference Work—is prepared under the direction of an Editorial Staff and Advisory Board, international in its scope. The Editor-in-Chief is John H. Finley, Ph.D., LL.D., Commissioner of Education and President of the University of the State of New York (1913-1921); the Canadian Editor is Sir Robert Falconer, K. C. M. G., D. Litt., LL.D., President of the University of Toronto; the European Editor is Sir Henry Newbolt; while the Advisory Board includes men and women foremost in Scientific, Professional, and Public life in the United States and Canada, men and women who are themselves making history.

This great American Encyclopaedia is **always** an authority, in government departments, libraries, schools, and educational institutions everywhere. It covers **every field of knowledge,** from the beginning of the world to the very latest activities of the present day; by means of the Loose-Leaf binding device, it is **always down-to-date**—it cannot grow old—it is always dependable.

Nelson's Loose-Leaf—The One Encyclopaedia of To-day

Free Educational Reading Courses

Nelson's Reading and Study Courses in CIVICS AND LAW; CIVICS AND POLITICS; LAW AND LEGAL PROCEDURE; UNITED STATES HISTORY, BUSINESS ECONOMICS, NATURE STUDY, AGRICULTURE AND HOME ECONOMICS are declared by educational authorities to be equal to a college course and training in each of these departments.

Nelson's Free Research Bureau

FOR SCIENTIFIC REPORTS AND SPECIAL INFORMATION AND CORRESPONDENCE. Every purchaser of Nelson's is entitled to free membership in this Bureau. If at any time you are in doubt on any subject, old or new, write to this Bureau with the positive assurance that you will promptly receive the latest obtainable and most dependable information.

Originators of the Loose-Leaf Reference System

Copyright, 1923, by Thomas Nelson & Sons

Send for this Splendid Book

THOMAS NELSON & SONS
Publishers for 125 Years

Dept. 11-K • 381 Fourth Avenue, New York City
77 Wellington St., N. W. Toronto, Canada

Please send me your portfolio of sample pages, beautifully illustrated, containing color maps, plates, and photographs, and full information how, by easy monthly payments, I can own Nelson's Perpetual Loose-Leaf Encyclopaedia and receive FREE membership in Nelson's Research Service Bureau for Special Information. This must incur no obligation whatever on my part.

Name .....

Address .....

City ..... State .....

FIG. 118.—Installment sellers use the mails, first to sell the books, and then to collect the money.

a magazine endeavoring to sell a set of books on instalments. The sellers of pianos, furniture, jewelry, securities, and others have adopted the same plan.

Instalment merchandising is a business in itself. Records are available from Dun and Bradstreet showing the amount of business done along this line, and the amount lost annually by corporations engaged in this practice. The person who intends to sell merchandise by mail on deferred-payment plans should examine these records which seem to fit his case most nearly, and select the percentage cost for bad debts.

Collections on deferred-payment mail-order sales are handled in much the same manner that collections on any other sort of deferred payments are made. Department stores, for example, which sell pianos, furniture, and other merchandise on the instalment plan have similar problems of collection, except that their customers are so located geographically that, if the mails fail to bring in the required returns, a collector can be sent to demand payment. Where a concern sells by mail throughout the country, it is dependent upon the mails for collections.

Collecting Small Amounts.—Where the unit of sale is small, the selling price small, and sales made in all parts of the United States, as is the case in selling books by mail on deferred payments, the mail-order seller ordinarily determines what percentage of last year's sales turned out to be bad, and, in pricing his merchandise for the coming year, adds a sufficient percentage to cover the cost of bad debts. Experience has proved that it does not pay to collect small amounts by legal means. The cost of retaining an attorney in a small town in an outlying state, and instructing him to follow up the indebtedness of a certain customer who may owe $10, amounts to much more than the entire $10. After making a final demand for payment, and receiving no response, it is best to charge the account to profit and loss. A business, which has no records to show what percentage of its sales is likely to prove uncollectible, should refer to figures showing the average losses from bad debts in its line of business.

Where the unit of sale is low, a deferred-payment plan, whereby a few dollars a month are paid, is common. In this case no mortgage or legal paper of any kind is issued. The customer signs a coupon or order card stating that he will pay $4.80 upon receipt of the merchandise, and $2 each month until the entire sum of $16.80 is paid.

When the customer signs the coupon or card, his full intentions are presumably to make the payments according to his agreement. If, at the end of 30 days, the $2 is not forthcoming, the mail-order, seller must in its first letters, discover why.

Sales of High Unit Value.—Items of considerable value, such as pianos, agricultural implements, phonographs, and other products of a similar nature, are usually sold upon a chattel mortgage basis. The customer signs this chattel mortgage as security for the unpaid portion of the sale. In case he does not meet his obligations monthly according to the contract, the merchandise may be recovered by issuing a writ of replevin in customary legal fashion, forwarding it to the bailiff in the town where the customer lives, and waiting until he replevins the merchandise to the order of the seller.

This, however, is a last resort. It is estimated that approximately 98 per cent of the people in this country intend to pay their bills. When they have incurred an obligation, it is their purpose to do as they have agreed. While there are exceptions to the rule, and dishonest individuals take advantage of mail-order sellers, the entire collection policy must be made upon the basis that the customer intends to pay.

Much of the policy depends upon how the customer is valued for future business. If it is a one-time sale, and if the mail-order seller would prefer not to sell to the customer again, he should naturally be more emphatic in demanding that the customer make payments according to their agreement. If, however, the seller is doing a constantly recurring business with the same clientele, his follow-up system and collection system should be more lenient.

Free Trial.—Sellers of low-priced merchandise often offer goods on approval to customers for 10 days. After signing an application card, the customer receives the book or other merchandise. At the end of 10 days, an invoice is mailed, which the customer is asked to pay. If payment is not made, a series of collection letters is begun, running in number from one to ten, depending upon the judgment of the credit department.

Some credit departments press collections once. If they do not receive the money, they write off the amount to profit and loss.

Others have been successful in using a series of ten follow-up letters. Often the eighth, ninth, or tenth letter will bring in the money where the others have failed. It is axiomatic, however, in credit work, that the older the debt the harder it is to collect. It is best as a rule, to urge payment immediately after the obligation becomes past due.

Credit Information.—While mail-order concerns are apparently willing to grant credit promiscuously, in reality there is close scrutiny of credit risks. It will be noted, for example, that references are ordinarily required, and that questions are asked (see Fig. 119) which will give information in regard to property owned, indebtedness to other concerns, etc.

I have lived here.....years. If less than five years, give former address.....

Size of farm..... Owner or renter.....

How many cows have you?..... Horses? .....

Income other than from farm, if any.....

Name of Bank where I am known.....

Address .....

Name of Merchant who knows me.....

Address .....

I always have been prompt in meeting my obligations, and I make this statement for the purpose of having you grant me this credit. I give you my pledge that you may trust me as agreed.

Your Name .....

FIG. 119.—Blank used by the Walsh Harness Company, of Milwaukee, showing the type of information the company desires before extending credit.

It is generally desired to sell for cash if possible. The instalment or the deferred-payment is an alternative. Certain privileges are offered, as a rule, for cash payments, generally including a lower price. It is carefully explained that if the account must be carried on the books, a certain extra amount must be charged for this added expense.

Some companies do not go so far as to investigate references, unless the amount is large. In many cases, however, it is customary to consult a local bank or merchant. If the report is unfavorable, an attempt should always be made to sell for cash, laying emphasis on the saving gained.

The following "Confidential Acquaintance Blank" is used by the Ottawa Manufacturing Company of Ottawa, Kan., in selling log saws to customers on the instalment plan.

Occupation..... Age..... Are you married?..... I have lived here.....years. White or Colored?..... How many are dependent on you for support?..... I trade at..... I rent.....acre farm.....room house.....shop. I own..... acre farm.....room house.....shop. I own..... horses.....cattle.....hogs..... The Estimated value of my property is $..... My total indebtedness is $..... How old is your oldest debt?.....years. How much are you worth above debts? $..... To what lodge do you belong, if any?..... Where is it located?.....

Give references below. We can make more prompt shipment if you will give us references. Just list on the lines below the banks and business men with whom you have had business dealings. It is not necessary to ask permission of anyone to use his name as reference.

Name of banker.....
Address.....
Name of merchant.....
Address.....

The Collection Letter.—Because the instalment plan extends uniform terms to all, it is possible to use form collection letters more successfully than in ordinary business collection programs, where a personal touch is more necessary. Further, the collection letter must plan to secure payment of one back instalment before another one falls due.

Where payments are spread over a long period, it is possible to divide the collection program according to the number of instalments which have been paid. That is, a customer delinquent in first payments would be sent a different series of letters from one delinquent in the last payments. In final payments, the amount may be so small that the company would not be warranted in taking the case to the courts, and the only recourse is to appeal to the honor of the customer in the matter of the signing of an agreement.

When an invoice is not paid in two weeks, it is customary to send a second bill, plainly marked "Second Notice."

After this, procedure varies. Some concerns prefer to send a third notice. The majority, however, write a short letter, similar to the following:

Dear Mr. Smith:

I see that our first and second bills didn't "ring the bell."

Probably you are like the man who wrote me the other day: "I always get behind a bit with my bills in the summer months. Too much vacation, etc. . . . But I make September 'Pay Up Month' and so here is yours."

Won't you, too, let us have "ours" in the envelope enclosed? The amount due is shown on the stub below.

Thanks.

Sincerely,
Assistant Bursar.

If the letter fails to bring response, it is usual to write another courteous note, pointing out the evils of falling behind in payments, and requesting an immediate remittance.

If no reply is received to this endeavor, the alternative is to threaten court action. A frequent practice is to offer new terms, on the supposition that the customer intends to pay but has been prevented. Sometimes this proves effective. Some concerns offer to settle for a certain cash sum with debtors who make no reply, on the theory that a smaller cash payment is better than court litigation with uncertain and costly results.

Fundamentals in Collection Correspondence.—There are as many types of collection letters as there are types of sales letters. But there are certain points which it is desirable to remember in formulating collection letters whether singly or in series:

1. *Aim for an Answer.*—It is always assumed in collection correspondence that the customer is acting in good faith and there must be some real reason why he fails to pay the bill or to respond to letters. If a man can pay and has no grievance, he will ordinarily send a check promptly upon its being called to his attention that the instalment is overdue. If he cannot pay, and is honest, he will answer a request for a reply. If he refuses to reply, the probabilities are that he does not intend to pay.

2. *Appeal to the Debtor's Honor.*—As long as the customer feels himself under obligation to pay, he is likely to pay. But it is easy to offend debtors by ill-considered severity. In such a case, he will consider himself no longer bound to pay.

3. *No Delay.*—If a debtor is once allowed to fall behind, his sense of obligation becomes dimmed. It is a comparatively

simple matter to follow-up an overdue instalment in a diplomatic fashion; far simpler than to attempt its collection by harsh means at some later date.

4. *Watch for the Individual Case.*—While form letters will serve for the largest percentage of unpaid accounts, there are always circumstances which will demand personal attention.

5. *Timing Collection Letters.*—If a customer does not pay when the instalment is due, it is *prima facie* evidence that he is pressed for funds. Therefore, the reminders which reach him first will probably be considered first. It may be profitable to send statements slightly before the first of the month.

6. *Use Tact.*—The collection letter must be planned so that it will not offend the sensitive debtor. If he considers that his reputation for honesty, is being questioned, offense will be taken. It is good policy to plead for money which is rightfully owed.

7. *Use Premiums Only as a Last Resort.*—Once a concern has offered a premium to a delinquent customer, its position is weakened. Such an offer should, therefore, be made only when all other means have failed.

Classification of Collection Letters.—There are various types of collection letters in ordinary use. Edward W. Dolch ("Manual of Business Letter Writing"), shows the four steps in collecting:

1. *Formal Notice.*—This may either be in the shape of a printed notice, a statement that the bill is enclosed, or a simple request for settlement.

2. *Personal Requests.*—When instalments are not met promptly, a reply may be requested in a communication in personal phraseology.

3. *Appeals.*—If no response is made, there are certain appeals which may be made to the instinct of fairness, pride, self-interest, etc.

4. *Demands.*—The final stage in collection is to sum up the history of the case to show the justice of the demand, to express a final request for settlement, and to give notice that the seller will draw a draft, or turn the account over to an attorney or collection agency.

C.O.D. Sales.—Many sellers of low-priced merchandise prefer to send merchandise C.O.D. rather than trust the customer for

the full amount of the purchase for 10 days. The privilege of this 10-day offer is, however, still extended in theory. The coupon or order card will constitute a contractual obligation, and will read as follows:

John Smith Book Company,
New York City.

Please send your book ———. I agree to pay the postman the price of the book, $5, plus postage, upon arrival. If within 10 days I have decided I do not wish to keep the book, you will return my money in full together with both transportation charges.

Such an agreement differs from the ordinary 10-day trial plan in that the seller receives his money immediately and has no collection problem. A person who has paid for a book and has kept it 10 days, even though slightly dissatisfied, will generally keep it. If, however, he is not thoroughly convinced and has not paid for the book, he is likely to return it to wipe out the indebtedness.

Many mail-order sellers add to the coupon cited the phrase: "If you expect to be away when the postman arrives, you may send cash with this coupon." When selling to business men, some successful mail-order sellers merely ask that the order be sent on the business letterhead, or that the buyer, in filling out the order blank or coupon, states his official executive position with the business. Books to business men, or other merchandise, should not be sent C.O.D., nor should they be sent postage collect. As a rule, it is safe to offer business men a 10-day trial offer without an advance payment and without making a collection through the postman.

CHAPTER XXIII

MAIL-ORDER STATISTICS

When a mail-order business is organized, either to sell a single specialty in a small way, to sell a line of goods in a fairly large way, or to add a mail-order department to an established business, it is necessary to know in advance how much money will be required to carry the business to a point where the incoming returns or sales will help to finance the outlay.

Once the advertising appropriation has been determined, it is essential that there be records kept of costs and, dealing of the success of individual mailings or of campaigns. Too many records, however, may prove almost as expensive as too few. Keeping records when a business is small may not entail a great amount of labor, but when a business grows rapidly work, which orginally was done by one assistant will be expanded so that a roomful of clerks will be required. With the large mail-order houses, record keeping has been cut to a minimum.

Estimating Expenses.—If the mail-order advertiser possesses the essential facts, he should be able to determine, with fair accuracy, the amount of money it is necessary to have in the bank or in liquid form to carry the business to a point where it will be profitable. Suppose, for example, that a small manufacturer has an article to sell through the retail drug store to the consumer. He knows that his price for the merchandise is $2 a dozen. He is buying the product already compounded by a manufacturing laboratory, and knows the exact cost of preparation. He has decided to sell the article to the consumer at 75 cents each, or $9 a dozen. The retailer will buy it from him by mail at $6 a dozen, allowing a profit of one-third of the retail sales price.

Between the retailer's price of $6 and the manufacturing cost of $2 a dozen is a margin of $4. Out of this amount must come the provision for sales expenses, advertising costs, and profits.

In the beginning this manufacturer plans to try only 5,000 of the 43,000 retail druggists in the United States. He knows

that he must have at least 500 dozen of his merchandise prepared for him. At $2 a dozen this amounts to $1,000. Further, he knows that he will have to buy 1,000 counter cards and other advertising material to send the dealer with the merchandise as a help in disposing of it, an expenditure of $500 more.

It is decided in conference that it will take at least $1,000 for the first piece of literature and assembly, with the addition of two, three or four follow-ups. It is planned to sell from a quarter of a dozen to a gross to each of the 5,000 druggists on the initial trial, or test mailing list.

With the above facts before him, the manufacturer may calculate the amount of capital required, in this case $2,500.

Division of Costs.—It is, of course, impossible to state any division of selling costs which would be applicable to all or even to a majority of cases. H. C. Joyce in *Printers' Ink* makes some interesting calculations.

The cost of the goods in the case was $2.80. Cost of shipping was 40 cents. It is assumed that the article may be sold for $10. Judging from his experience, the division of expense would be approximately as follows:

	Per Cent	Cost per Unit
Goods	28	$2.80
Shipping	4	.40
Administration	5	.50
Collections (series)	4	.40
Cancellations	10	1.00
Losses	10	1.00
Selling	25	2.50
Sales overhead	4	.40
Cost	90	$9.00

This leaves a profit of $1 or 10 per cent. The problem immediately becomes one of determining how many sales will have to be made to make this division of costs correct. If it will cost $30 to mail 1,000 pieces of literature, it it necessary to divide 30 by $2.50 (the amount allowed for cost of selling), in order to find the number of sales required for each 1,000 pieces of mail. It is found that 12 to the thousand will be sufficient.

A test mailing will quickly reveal whether computations are correct. Should 20 orders to the thousand be received, it may

be possible to lower the price. If less than 12 are received, and assuming that list and literature are correct, the conclusion is that the article cannot be sold on approval.

The author extends his calculations also to cash sales by mail for the same merchandise. His table of percentages follows:

	Per Cent	Cost per Unit
Cost of goods	28	$2.80
Shipping	3½	.35
Administration	5	.50
Returned goods	½	.05
Selling expense	53	5.30
Cost	90	$9.00
Profit	10	1.00
		$10.00

By dividing $30, the cost of mailing 1,000 pieces of literature, by $5.30, the selling expense, it is found that it is necessary to make only 6 sales to the thousand. The profit on selling by cash is, however, half that of selling on approval.

Some goods will be sold more easily on the cash plan than by the approval plan. In the opinion of Mr. Joyce, if it is not possible to get 60 per cent more than the cost of the goods when they are sold to the consumer, a less expensive method of selling will have to be used. He suggests catalog merchandising as an alternative.

Activities of Mail-order Department.—The statistical aspect of the mail-order plan will depend upon the size and scope of the activities of the concern in question. While in small concerns many functions may be combined under one person, nevertheless the specific duties remain to be performed.

1. Analysis of markets in order that product, market, and means of bringing them together be coordinated in the best possible fashion.
2. Planning of campaigns.
3. Production of mailing literature, advertising copy, etc.
4. Choice of media.
5. Ordering advertising literature, purchasing of space, etc.
6. Correspondence.

7. Filing of data, engravings, drawings, clippings, etc.
8. Record keeping.

Total Inquiries Received / Total Orders Received	Percentage | Inquiries / Orders	Cost per | Inquiry / Order
List Used	Cost per Letter	Mailing Date
List Was Last Used	Quantity Mailed	Was it a follow-up Letter
Number returned as non-deliverable	First Sentence of Letter	Key of Letter
Postage | One Cent / Two Cent	Written by	

Results by days entered here. Record inquiries and orders separately

Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Month	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30
Month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Month	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30

Daily record of orders and amounts in dollars and cents

Date Received	Number Orders	Amount	Date Received	Number Orders	Amount	Date Received	Number Orders	Amount	Date Received	Number Orders	Amount

Detailed figures of Cost		
Printed matter		
Letterheads		
Envelopes		
Fac-simile work		
Cost all time necessary		
Postage		
Incidentals		
Total Cost		
Cost per piece		

Instructions for mailing and remarks

MAKING-LETTERS-PAY SYSTEM

FIG. 120.—This form, originated by Edward H. Schulze, of Making-Letters-Pay System is used to keep track of direct mailings.

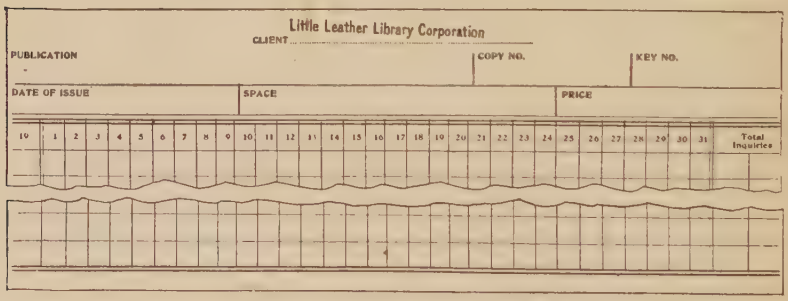

Little Leather Library Corporation
CLIENT
PUBLICATION
COPY NO.
KEY NO.
DATE OF ISSUE
SPACE
PRICE
19 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31
Total Inquiries

FIG. 121.—Records are very necessary in selling by mail. Better to keep too many than too few. The above card is used by the Little Leather Library Corporation, successful mail-order sellers of pocket-sized books.

What Records to Keep.—The number, the variety, and the complexity of records to be kept in a mail-order business admit

of no standard practice. There are, however, certain records which should be kept by almost every concern in the mail-order business. These are:

Advertising media used, general and specific.

Individual mailings, or individual advertisements.

Follow-ups.

Sales by sections of community or of country.

Cost of literature, drawings, photographs, engravings, etc.

An excellent form of master record is illustrated in Fig. 120 and is described by Ralph Duysters in *The Mailbag*. In addition to being used to keep track of direct mailings, as in the illustration, it can easily be adapted to use for checking advertising returns.

It is recommended that this particular form be placed on a manila envelope, about 12 by 15 in. A full report is made on the outside of the envelope of bills for time, facsimile work, printed matter, etc. before the material is mailed. In the envelope are placed a half dozen or more copies of the mailing literature or advertisement. These envelopes may be filed for future reference. By classifying them according to the percentage of returns it will be possible to see which campaigns have been most successful and to attempt an analysis of the factors responsible.

Figure 121 illustrates a convenient form of tabulating returns by means of a card system.

CHAPTER XXIV

POSTAL REGULATIONS

An efficient mail-order business, no matter how large or how small, requires a knowledge of postal service and postal regulations for the better preparation of matter destined for the mails and for a larger percentage of deliveries. A number of letters will inevitably be returned, no matter how carefully the mail is pruned; the bulk, however, will arrive in good condition and in the shortest space of time, if regulations are complied with.

Classes of Mailing Matter.

1. *First-class.*—Written matter, matter sealed against inspection, postal cards, and private mailing cards.

2. *Second-class.*—Periodical publications.

3. *Third-class.*—Miscellaneous printed matter (on paper) weighing 4 lb. or less.

4. *Fourth-class.*—Parcel post. All mailable matter not included in previous classes.

First-class.—Articles included in first-class matter are:

(*a*) Assessment notices (printed) with amount due written therein.

Albums (autograph) containing written matter.

(*b*) Blank books with written entries; bank checks filled out in writing, either canceled or uncanceled legal and other blank printed forms signed officially.

Blank forms, filled out in writing.

(*c*) Cards or letters (printed) bearing a written date, where the date is not the date of the card, but gives information as to when the sender will call, or deliver something otherwise referred to, or is the date when something will occur or is acknowledged to have been received.

Cards (printed) which by having a signature attached are converted into personal communications, such as receipts, orders for articles furnished by addressee, etc.

Cards (visiting) bearing written name—except single cards enclosed with third- or fourth-class matter and bearing the name of the sender.

Certificates, checks, diplomas, receipts, etc., filled out in writing.

Communications entirely in print—with exception of name of sender—sent in identical terms by many persons to the same address.

Copy (manuscript or typewritten) unaccompanied with proof sheets thereof.

(*f*) Folders made of stiff paper, the entire inner surface of which can not be examined except at the imminent risk of breaking the seal, and those having many folds or pages, requiring the use of an instrument of any kind in order thoroughly to examine the inner surfaces are subject to the first-class rate of postage. No assurance of the postmaster at the office of mailing will prevent the collection of the higher rate of postage at the post office of delivery if the entire inner surface can not be easily examined without danger of breaking the seal.

(*h*) Hand or typewritten matter and letter-press or manifold (carbon) copies thereof.

(*i*) Imitations or reproductions of hand or typewritten matter not mailed at the post office window or other depository designated by the postmaster in a minimum number of twenty identical copies.

(*l*) Letters (irrespective of whether they are old or have previously passed through the mails) sent singly or in bulk.

(*p*) Price lists (printed) containing written figures changing individual items.

(*r*) Receipts (printed) with written signatures.

(*s*) Sealed matter of any class, or matter so wrapped as not to be easily examined, except original packages of proprietary articles of merchandise put up as prescribed in article 56, page 18, and seeds and other articles that may be enclosed in sealed transparent envelopes under paragraph 4, section 469 Postal Laws and Regulations.

Stenographic or shorthand notes.

(*t*) Typewritten matter, original letter-press and manifold copies thereof.

(*u*) Unsealed written communications.

Post Cards (Private Mailing Cards).—Post cards manufactured by private persons, consisting of an unfolded piece of cardboard in quality and weight substantially like the Government postal card, not exceeding in size $3\frac{9}{16}$ by $5\frac{9}{16}$ in., nor less than $2\frac{3}{4}$ by 4 in., bearing either written or printed messages, are transmissible without cover to all places to which the domestic rates apply at the postage rate of one cent each.

Advertisements and illustrations may appear on the back of the card and on the left half of the face.

Cards which do not conform to the foregoing conditions are chargeable with postage at the letter rate if wholly or partly in writing or at the third-class rate if entirely in print.

Cards mailed under cover of sealed envelopes (transparent or otherwise) are chargeable with postage at the first-class rate; if enclosed in unsealed envelopes they are subject to postage at the first-class rate if wholly or partly in writing, or the third-class if entirely in print—the postage to be placed on the envelope. Stamps affixed to matter inclosed in envelopes are not recognized in payment of postage thereon.

Double or reply post cards, each portion of which conforms in size, quality, etc., to the conditions applicable to single post cards, are subject to one-cent postage, to be prepaid on the initial portion. The reply half, when detached and mailed, is also subject to one-cent postage. The postage on the reply half need not be affixed thereto until it is detached from the initial half and mailed for return.

Folded advertising cards and other matter entirely in print, arranged with a detachable part for use as a post card, are mailable as third-class matter.

Postal Cards.—Postal cards are furnished at the postage value represented by the stamp impressed thereon; single postal cards for domestic and foreign correspondence at 1 and 2 cents each, respectively, and reply (double) postal cards at 2 and 4 cents each, respectively.

Additions.—Government postal cards may bear written, printed, or other additions as follows:

Addresses on postal cards may be either written, printed, or affixed thereto.

Advertisements, illustrations, or writing may appear on the back of the card and on the left third of the face.

The face of the card may be divided by a vertical line placed approximately one-third of the distance from the left end of the card; the space to the left of the line to be used for the message, but the space to the right for the address only.

Unauthorized additions to a postal card will subject it, when mailed, to postage at the letter rate, if wholly or partly in writing, or at the rate for the added matter if it bears no writing.

Sheets of postal cards are furnished for printing purposes, but to be good for postage the cards must be cut to regulation size. For size of sheets see Official Postal Guide at any post office.

International Postal Cards.—The United States international two-cent single and reply postal cards should be used for correspondence with foreign countries, except Canada, Cuba, Mexico, Republic of Panama, and certain other Central and South American countries, to which the domestic one-cent single and reply cards are mailable; but when these international cards can not be obtained, it is allowable to use the United States domestic one-cent single and reply postal cards with one-cent United States adhesive postage stamps affixed thereto.

Redemption.—Uncanceled, unserviceable, and spoiled postal cards not treated by bronzing, enameling, or other process of coating, may be redeemed in postage stamps or other stamped paper only at 75 per cent of their face value when presented by the original purchaser; but parts or pieces of cards will not be redeemed.

Reply Postal Cards.—Either half of a domestic reply postal card may be used separately. Such postal cards should be folded before mailing, and the initial half should be detached when the reply half is mailed for return.

Third-class Matter.—Circulars and reproductions of handwriting and typewriting obtained by mechanical processes may be sent third class. The limit of weight is 4 lb., and any third class matter weighing over that is automatically shifted to fourth class. The list of articles include:

(*a*) Address tags and labels mainly in print.

Advertisements printed on blotting paper.

Architectural designs (printed).

Assessment notices, wholly in print.

(*b*) Blank notes and other printed blanks or forms, mainly in print.

Blind, indented, or perforated sheets of paper containing characters which can be read by the blind, except such as are entitled to free transmission under the provisions of section 506, Postal Laws and Regulations.

Blue prints.

(*c*) Calendar pads, mainly in print.

Calendars, printed on paper.

Cards, printed, with perforations for carrying coin.

Cards, Christmas, Easter, etc., printed on paper.

Circulars.

Clippings (press) with name and date of paper stamped or written in.

Correspondence of the blind. (See section 451, Postal Laws and Regulations.)

Coupons, printed.

(*d*) Engravings and wood cuts printed on paper.

(*e*) Insurance applications and other blank forms mainly in print.

(*f*) Labels and tags, mainly in print.

Legal blanks and forms of insurance applications, mainly in print.

Lithographs.

(*g*) Maps printed upon paper, with the necessary mountings.

(*h*) Newspaper "headings," or clippings with name and date of paper stamped or written in. Notes, blank, mainly in print.

(*i*) Order blanks and report forms, mainly in print. A single order blank, mainly in print, may be inclosed with fourth-class matter mailed at the rates for that class.

(*j*) Photographs, printed on paper.

Plans and architectural designs, printed.

Postage stamps, canceled or uncanceled.

Postal cards, bearing printed advertisements, mailed in bulk.

Post cards, bearing on the message side illustrations or other printed matter, mailed in bulk.

Price lists, wholly in print.

Printed blank notes, printed calendars, labels, plans and architectural designs.

Printed matter having samples of merchandise attached covering less than 20 per cent of the space.

Proof sheets, printed, with or without manuscript.

(*k*) Reproductions of imitations of hand or typewriting, when mailed under the conditions prescribed by article 30.

(*l*) Sheet music.

(*m*) Tags and labels, printed.

(*n*) Valentines, printed on paper.

Visiting cards, printed.

(*o*) Wood cuts and engravings (prints).

On the wrapper, envelope, or the tag or label attached thereto, or upon the matter itself, in addition to the name and address of the addressee, there may be written or printed the name, occupation, and residence, or business address, of the sender, preceded by the word "from." There may also be placed on the wrapper, envelope, tag, or label, either written or otherwise, the inscription "Do not open until Christmas," or words to that effect, and any printed matter mailable as third-class, but there must be left on the address side space (not less than 3½ in.) for a legible address and for all directions permissible thereon, for postage stamps, postmarking, rating, and any words necessary for forwarding or return.

The words "Please send out," or "Post up," or other similar directions or requests, not a part of the address, nor necessary to effect delivery, may not be placed upon the wrapper of third-class matter or upon the matter itself without subjecting it to postage at the letter rate.

On the matter itself the sender may place all that is permitted on the wrapper and may make marks other than by written or printed words to call attention to any word or passage in the text, and may correct any typographical errors. There may also be written or printed upon any photograph, or other matter of the third class, a simple manuscript dedication or inscription not in the nature of personal correspon-

dence. Such words as "Dear Sir," "My dear friend," "Yours truly," "Sincerely yours," "Merry Christmas," "Happy New Year," and "With best wishes," written upon third-class matter, are permissible inscriptions. A serial number written or impressed upon third-class matter does not affect its classification.

Written designation of contents, such as "printed matter," "photo," is permissible upon the wrapper of third-class matter.

Enclosures.—A single card bearing the written name and address of the sender, or an envelope bearing the written or printed name and address of the sender, may be enclosed with a circular or other third-class matter without affecting its classification.

Hand-stamped imprints on third-class matter will not affect its classification except when the added matter is in itself personal or converts the original matter into a personal communication; in the latter case, however, the mailing at one time at the post office window or other depository designated by the postmaster of not less than 20 identical unsealed copies will be sufficient evidence of impersonal character to entitle such matter to the third-class rate.

Fourth-class (Parcel Post).—The provisions in regard to the parcel-post system are naturally of the highest interest to mail-order concerns. Articles which may be sent in this way include the following:

(*a*) Albums, photograph and autograph, blank.

Animals, harmless live, coming within the provisions of paragraph 3, amended section 476, Postal Laws and Regulations, when sent under conditions therein prescribed.

Artificial flowers.

(*b*) Bees, when packed as prescribed in section 476, Postal Laws and Regulations.

Billheads.

Blank address tags and labels.

Blank books, blank books with printed headings, blank cards or paper, blank diaries, and blank post and postal cards.

Blotting paper, blank.

Books, wholly or mainly in print.

Botanical specimens.

Bulbs.

(*c*) Calendar pads, mainly blank

Calendars or other matter printed on celluloid.

Card coin holders, not printed.

Cards, blank.
Cards, printed playing, of all kinds.
Catalogs (in the form of books).
Celluloid, printed or unprinted.
Check books.
Chicks, day-old.
Christmas and Easter cards printed on other material than paper.
Coin.
Combination calendar and memorandum pads, mainly blank.
Crayon pictures.
Cut flowers.
Cuts, wood or metal.
(*d*) Dissected maps and pictures.
Drawings, framed or unframed.
Dried fruits.
(*e*) Easter cards, when printed on other material than paper.
Electrotype plates.
Engravings, when framed.
Envelopes, printed or unprinted, except when addressed and enclosed singly with third-class matter.
(*f*) Flowers, cut or artificial.
Forms, order, legal, etc., mainly blank.
Framed engravings, pictures, and other printed matter.
(*g*) Geological specimens.
Grain.
(*l*) Letterheads.
(*m*) Maps, printed on cloth.
Merchandise samples.
Memorandum books.
Merchandise, sealed, put up and labeled in printing as prescribed in article 56.
Metals and minerals.
Motion picture films.
(*n*) Napkins, paper or cloth, printed or unprinted.
(*o*) Oil paintings, framed or unframed.
Order blanks and report forms mainly blank (spaces covered by ruled lines being regarded as blank) are fourth-class matter. However, one copy may be enclosed with third-class matter mailed at the rate for that class.
(*p*) Paper bags and wrapping paper, printed or unprinted.
Patterns, printed or unprinted.
Pen or pencil drawings.

Photograph albums.
Photographic negatives and kodak films.
Plants.
Postal and post cards, mainly blank.
Printed matter, miscellaneous, when mailed in parcels weighing more than 4 lb.
Printed matter having samples of merchandise permanently attached covering 20 per cent or more of the space.
Printed matter on other material than paper.
(*r*) Roots.
Rulers, wooden or metal, including those bearing printed advertisements.
(*s*) Safety fuse.
Samples of cloth.
Samples of flour or other manufactured grain.
Scions.
Sealed packages of merchandise put up and labeled in printing as prescribed in article 56.
Seeds.
Soap wrappers, complete; printed coupons cut from such wrappers are third-class matter.
Stationery.
(*t*) Tags, blank.
Tape measures.
Tintypes.
(*v*) Valentines printed on material other than paper.
(*w*) Wall paper.
Water-color painting.
Wrapping paper, printed or unprinted.

Parcel-post rates are divided according to eight zones:

Zone	Miles
1	up to 50
2	50 to 150
3	150 to 300
4	300 to 600
5	600 to 1,000
6	1,000 to 1,400
7	1,400 to 1,800
8	over 1,800

Postage may be easily figured by using the formula on following page:

Zone	
1	1 × number of pounds plus 4
2	1 × number of pounds plus 4
3	2 × number of pounds plus 4
4	4 × number of pounds plus 3
5	6 × number of pounds plus 2
6	8 × number of pounds plus 1
7	10 × number of pounds plus 1
8	12 × number of pounds

The limit of weight of fourth-class matter is 70 lb. for parcels mailed for delivery within the first, second, and third zones, and 50 lb. for all other zones, including Manila, P. I., but parcels for other places in those Islands (except Iloilo, Cebu, and Zamboanga, for which the limit is 44 lb.) may not exceed 20 lb. Shipments by one sender to one addressee on the same day, where a star-route, haul is involved, are limited to 200 lb., but this does not apply to perishable matter.

Limit of Size.—Parcels may not exceed 84 in. in length and girth combined. In measuring a parcel the greatest distance in a straight line between the ends (but not around the parcel) is taken as its length, while the distance around the parcel at its thickest part is taken as its girth. For example, a parcel 35 in. long, 10 in. wide, and 5 in. high measures 65 in. in length and girth combined.

Name and Address of Sender.—A parcel of fourth-class matter may not be accepted for mailing unless it bears the name and address of the sender, which should be preceded by the word "from."

Additions to Fourth-class Mail.—Any marks, numbers, names, or letters for purpose of description may be placed on fourth-class matter or on the wrapper or cover, tag or label.

There may be written on the blank leaves or cover of any book a simple manuscript dedication or inscription not in the nature of personal correspondence. Space sufficient for a legible address, postmark, and the necessary postage stamps must be left on the address side of parcels.

Inscriptions such as "Merry Christmas," "With best wishes," "Do not open until Christmas," or words to that effect may be written on fourth-class mail, or on a card enclosed therewith.

Enclosures.—There may be enclosed with fourth-class matter a written or printed invoice showing the name and address of the sender and of the addressee; the names and quantities of articles enclosed, together with inscriptions indicating "for purpose of description," the price, style, stock number, size, and quality of the articles; the order or file number, date of order, and date and manner of shipment; and the initials or name of the salesman, or of the person by whom the articles were packed or checked.

54. *Communications Attached to Parcels.*—When it is desired to send a communication with a parcel on which postage at the fourth-class rate has been fully prepaid, the communication may be placed in an envelope fully prepaid at the first-class rate and addressed to correspond with the address on the parcel and then be tied to or otherwise securely attached to the outside of the parcel in such manner as to prevent its separation therefrom and not to interfere with the address on the parcel. The stamps to cover the postage on the parcel must be affixed to the wrapper of the parcel, and those to pay the postage on the communication must be affixed to the envelope of the communication. Parcels to which such communications are attached are treated as fourth-class matter. (Paragraph 5½, section 458, Postal Laws and Regulations.) When attaching communications to parcels, the following instructions should be observed:

(*a*) Any strong envelope which can be securely attached to the outside of the parcel in such manner as will prevent its separation therefrom and not interfere with the address on the parcel may be used. A tag envelope fastened with strong twine will serve this purpose. The envelope should always be placed under the twine with which the parcel is tied in order to prevent its becoming torn from the parcel while in transit. The envelope must be addressed to correspond with the address on the parcel, so that in case of their becoming separated while in transit both may be delivered.

(*b*) When two classes of matter are mailed together under this regulation in combination containers having two inseparable portions or compartments, it is desirable that the sender's and addressee's names and addresses appear on both portions, but if the sender so desires, the matter will be accepted with such names and addresses appearing on one portion only.

(*c*) Only one special-delivery fee is required on such parcels when sent special-delivery matter. The stamps for the fee should be affixed to the parcels.

(*d*) The stamps affixed to the envelopes are canceled in the same manner as the stamps on the parcel are canceled. As the regulation provides that the parcel and communication attached thereto shall in all cases be treated as fourth-class mail, persons authorized to use precanceled stamps may affix such stamps to the envelope in prepayment of postage on the communication when such stamps are used on the parcel. The regulations applicable to postmarking first-class matter do not apply to communications attached to parcels of fourth-class matter under the provisions of paragraph 5½, section 458, Postal Laws and Regulations. Two classes of matter may be mailed together in accordance with

these provisions without stamps affixed and the postage thereon paid in money under section 459, Postal Laws and Regulations.

Sealed parcels of fourth-class matter may be mailed at the fourth-class rates of postage, provided the parcels are labeled in printing to show the nature of contents, together with the name and address of the manufacturer, producer, or shipper, and the inscription "Postmaster: This parcel may be opened for postal inspection if necessary." Figure 122 shows a form which may be printed on gummed paper for attachment to such packages.

Parcel-post matter may be insured for actual value up to $100.

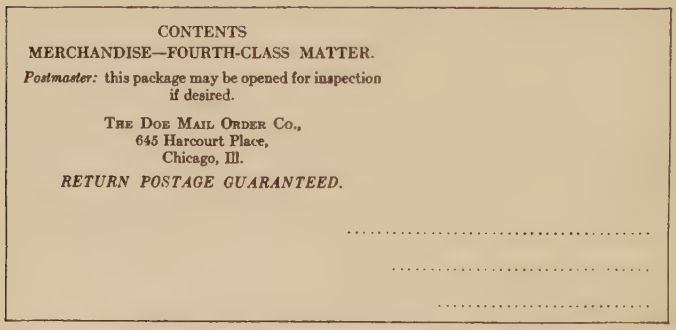

CONTENTS
MERCHANDISE—FOURTH-CLASS MATTER.
Postmaster: this package may be opened for inspection if desired.
THE DOE MAIL ORDER CO.,
645 Harcourt Place,
Chicago, Ill.
RETURN POSTAGE GUARANTEED.

FIG. 122.—Can fourth-class matter be sealed? Yes, if the parcel is labelled to show the nature of the contents, the address of the shipper and the above inscription.

Collect-on-delivery Service. *Fees and Conditions.*—Parcels of fourth-class or parcel-post matter (but no other) may be sent C.O.D. from one domestic money-order post office to another, including those in the Canal Zone and the Philippine Islands, on payment of a fee of 10 cents in addition to the postage, both to be prepaid with stamps affixed when the amount to be remitted to the sender does not exceed $50, and on payment of a fee of 25 cents when the amount to be remitted does not exceed $100. The remittance is made by post-office money order, the fee therefor being included in the amount collected from the addressee. A C.O.D. tag furnished by the postmaster must be filled in by the sender and attached to the parcel. The C.O.D. fees automatically insure parcels against loss, damage, or non-remittance for their actual value up to $50 for a 10-cent fee and up to $100 for a 25-cent fee, except that indemnity is limited to $50 for any one parcel addressed to the Philippine Islands.

A receipt is given the sender of a C.O.D. parcel at the time of mailing and should be retained and presented later if claim for indemnity is filed.

Examination of contents of a C.O.D. parcel is not permitted until it has been receipted for and all charges paid.

Delivery of C.O.D. mail is effected under the regulations and instructions governing the delivery of registered mail.

Unmailable matter includes address defective, postage not prepaid, overweight and oversize, plants and plant products not accompanied with certificate from state or government inspector, poisons, liquors, live animals (with exceptions), post cards and postal cards bearing particles of glass, tinsel or similar substances; obscene and indecent matter, dunning postal cards, and lottery and fraud.

Preparation and Wrapping of Mail Matter

97. *Envelopes or wrappers* of weak or unsubstantial paper should not be used. Mail is handled often and subjected to pressure and friction in the mail bags, and frequently is delivered from moving trains, hence, if not enclosed in strong envelopes or wrappers it may be damaged. It is recommended that stamped envelopes, on sale at all post offices, be used when practicable.

Envelopes, cards, folders, etc., should be of standard sizes. Those less than 2¾ by 4 in. or larger than 4 by 9 in. can not be conveniently handled and are, therefore, highly objectionable.

97. *Examination.*—Second-, third-, and fourth-class matter must be so wrapped or enveloped that the contents may be examined easily by postal officials. When not so wrapped, or when bearing or containing writing not authorized by law, the matter will be treated as of the first class. (See "Sealed Parcels of Fourth-class Matter," article 56.)

99. *Nailed Boxes.*—Parcel post mail may be enclosed in boxes to which the lids are nailed or screwed, provided the lids can be readily removed with a chisel or screwdriver for examination of contents.

100. *Wrapping.*—All matter should be securely wrapped so as to bear transmission without breaking or injuring mail bags, their contents, or the persons handling them. Many articles are damaged in the mails for the reason that they are not properly wrapped to withstand the necessary handling.

Containers previously used for shipping high explosives having a liquid ingredient (such as dynamite), must not be used for shipments of any article by parcel post. Containers which have been used for the

shipment of other high explosives must have all marks removed before being used for shipment of articles by parcel post.

Parcels improperly or insufficiently wrapped will not be accepted for transmission in the mails.

Umbrellas, canes, golf sticks, and similar articles, must be reinforced by strips of wood or otherwise sufficiently wrapped to withstand handling and transportation.

Hats must be packed in strong boxes; if in ordinary pasteboard hat boxes, they must be properly crated.

Shoes must be packed in containers sufficiently strong to protect them from damage and render it reasonably sure that the parcels will reach destination in good condition. The ordinary shoe boxes of the better quality will be considered suitable for this purpose when wrapped with tough paper and securely tied with strong twine. Shoes may also be wrapped in tough paper and the parcel tied with strong twine without being placed in a box or container of any kind.

Cut flowers, candies, etc., should be enclosed in strong and suitable boxes.

Stove castings and pieces of machinery should be protected with excelsior or similar material and wrapped in cloth or strong paper or be properly boxed or crated.

Mailable hides and pelts must be thoroughly wrapped to prevent the escape of grease.

101. *Harmful articles* not absolutely excluded from the mails, but which, from their form or nature, might, unless properly secured, destroy deface, or otherwise damage the contents of the mail bag, or harm the person of anyone engaged in the postal service, may be transmitted in the mails only when packed in accordance with the postal regulations.

Pyroxylin plastics (celluloid, fiberloid, pyralin, viscoloid, zylonite, etc.) in sheets, rolls, or tubes must be packed in strong sparkproof wooden boxes and to each parcel must be attached the diamond-shaped yellow caution label described in paragraph 2 (*c*), section 472, Postal Laws and Regulations, as amended.

As an exception to the above, pyroxylin sheets in packages not exceeding ½ in. in thickness may be packed in containers made of two thicknesses of strong double-faced corrugated pasteboard, and small quantities may be shipped in strong strawboard tubes lined with single-faced corrugated pasteboard.

Sharp-pointed or sharp-edged instruments or tools must have their points and edges protected so that they can not cut through their covering, and be thoroughly wrapped.

Powders and all pulverized dry substances must be so wrapped that none of the contents of the package will sift out.

Pastes, salves, etc., not easily liquefiable must be enclosed in water-tight containers and placed in strong boxes and securely wrapped.

102. *Liquids.*—Admissible liquids and oils in packages not exceeding the limit of weight of fourth-class matter shall be accepted for mailing when intended for delivery at the office of mailing or on a rural route starting therefrom when enclosed in securely closed containers, provided it is not necessary to transport them over steam or electric railways.

Admissible liquids and oils, pastes, salves, or other articles easily liquefiable shall be accepted for mailing, regardless of distance, when they conform to the following conditions;

(*a*) When in strong glass bottles holding 4 oz. or less, the total quantity sent in one parcel shall not exceed 24 oz., liquid measure. Each bottle shall be wrapped in paper or other absorbent substance and then all placed in a box made of cardboard or other suitable material and packed in a container made of double-faced corrugated pasteboard of good quality. The corners of the container must fit tightly and be reinforced with tape so as to prevent the escape of any liquid if the contents should be broken, and the whole parcel shall be securely wrapped with strong paper and tied with twine. Single bottles of liquid holding 4 oz. or less may also be packed as prescribed in the following paragraphs (*b*) and (*c*):

(*b*) When in glass bottles holding more than 4 and not more than 16 oz., the bottle must be very strong and must be enclosed in a block or tube of metal, wood, or papier-maché or similar material; and there must be provided between the bottle and the block or tube a cushion of cotton, felt, or other absorbent. The block or tube, if of wood or papier-maché, must be at least $\frac{1}{8}$ in. thick for bottles holding 8 oz. or less, and at least $\frac{3}{16}$ in. thick for bottles holding more than 8 oz. The block or tube must be rendered water-tight by an application on the inside of paraffin or other suitable substance and must be closed by a screw-top cover with sufficient screw threads to require at least one and one-half complete turns before it will come off. The cover must be provided with a washer, so that no liquid could escape if the bottle should be broken. Such bottles may also be packed in strong and tight receptacles of wood, metal or waterproof corrugated pasteboard if surrounded with bran, sawdust, or other absorbent material in sufficient quantity to absorb all the liquid if the bottle should be broken.

(*c*) Mailable liquids, in quantities of more than 16 oz., when in securely sealed glass bottles, will be accepted for mailing when packed in strong boxes and surrounded with sawdust or other suitable substance to protect the contents from breakage. All such packages must be marked "Fragile—This Side Up," or with similar inscription, and will be transported outside of mail bags.

(*d*) Liquid in securely closed metal containers may be mailed when suitably boxed or crated; but, when in extra strong metal containers, such as heavy milk cans, the boxes or crates may be omitted.

(*e*) All packages containing liquid must be marked "Fragile."

Fragile Articles.—Articles easily broken must be very securely wrapped for safe transmission.

Glass, crockery, fragile toys, etc., must be so packed as to prevent the escape of particles or pieces from the packages if broken in transit.

Cigars should be packed in a manner to prevent damage by shock or jar.

Maps, drawings, paintings, etc., must be suitably protected with stout material to prevent damage. When not flat, they should be rolled around a stout stick and carefully wrapped or enclosed in a strong pasteboard tube.

All such articles should be marked "Fragile."

Eggs will be accepted for mailing when packed in crates, boxes, baskets, or other suitable containers, so constructed as properly to protect the contents. Such packages will be transported outside of mail bags. All parcels containing eggs must be plainly marked "Eggs." When necessary they should be marked "This Side Up."

Eggs for hatching will be accepted for mailing when each egg is wrapped separately and surrounded with excelsior, wood wool, or other suitable material, and packed in a basket, preferably with a handle, or other suitable container, lined with paper, fiber board, or corrugated pasteboard, in such a way that nothing can escape from the package. Such parcels must be labeled "Eggs for Hatching," "Keep from Heat and Cold," "Please Handle with Care," or other suitable words, and will be handled outside of mail sacks.

Perishable Articles.—Parcels containing perishable articles shall be marked "Perishable." Articles likely to spoil within the time reasonably required for transportation and delivery will not be accepted for mailing.

Butter, lard, and perishable articles, such as fish, fresh meats, dressed fowls, vegetables, fruits, berries, and articles of a similar nature, which decay quickly, will be accepted for mailing to any office which in the ordinary course of mail they can reach without spoiling, when enclosed in crates, boxes, baskets, or other suitable containers, so constructed as properly to protect the contents and prevent the escape of anything therefrom. If necessary for safe shipment, such parcels will be transported outside of mail bags. Berries, fruits, and vegetables will not be accepted for mailing unless they are in good dry shipping condition.

Window Envelopes

"Window" envelopes, to be mailable, must be so prepared that the "window" or transparent panel in the front through which the address on the enclosure is disclosed, shall be parallel with the length of the envelope and shall be as transparent as possible. The "window" shall not occupy any space within 1⅜ in. from the top nor ⅜ in. from the bottom or ends of the envelope.

Such envelopes shall bear the card of the sender; that is, the name and address of the sender, which shall be placed in the upper left corner of the address side. The return card of the sender, to be complete as to the address, must show not only his name and the name of the post office and state, but, when the post office is one having city delivery service, must also show a street address or number of post office box rented by him. The mere name of a building will not suffice for a street address.

No printing of advertising or of sentences or words of any kind around the "window" of window envelopes used for mailing purposes is permissible, nor on any part of such envelopes where it will interfere with a distinct postmark, rating indorsements, forwarding address, etc., but a plain, narrow border not exceeding approximately 5/32 in. in width around the window is not objectionable. When desired, a plain, narrow border not exceeding approximately 5/32 in. in width may also be placed around the outer edges of envelopes.

The stationery used in "window" envelopes, or at least the portion upon which the exposed address appears, must be white, or, if colored, of a very light tint or shade. The use of dark-colored stationery in "window" envelopes is not permissible. Nothing but the name and address of the addressee should appear on that part of the enclosure visible through the "window." The enclosures must be so folded that they will not shift around in the envelopes, obscuring the address in whole or in part. The address should be written clearly and boldly, preferably in typewriting, but in any case with ink of a dense black or other strongly contrasting color. Changes in address must not be made on the "window" but on the opaque portion of the envelope. "Window" envelopes not conforming to the foregoing are unmailable.

Addressing.—Improper addressing is responsible for much delay and loss. Any variation from the normal may cause missending. Abbreviations are particularly misleading. Space must be left, not less than 3½ in., on the address side of all mail, sufficient for a legible address and for all directions permissible thereon, for postage stamps, postmarking, rating, and any words necessary for forwarding or return.

If second-, third-, or fourth-class matter cannot, for any reason, be delivered, it will be returned to the sender, provided in the upper left-hand corner the envelope or wrapper contains his guarantee to pay postage for its return. While the intrinsic value of the communication may not be worth the postage necessary to ensure its return, it affords a method of keeping mailing lists up-to-date. While it is sufficient to state "Return Postage Guaranteed," the law requires the postmaster to give more detailed information for non-delivery, if so requested. Some concerns, therefore, provide space for checking the following points:

Does not receive mail here.
Refused.
Dead.
Unclaimed.
Removed to.

In addition to guaranteeing postage for returned mail, the sender may also request that such mailing matter be forwarded, and will guarantee the cost of forwarding.

Postage Payment.—Postage on matter to be sent through the mails may be paid in various forms:

1. *Stamps.*—The ordinary method of payment is by the use of postage stamps in the proper denominations. Individuals and firms may obtain permits for the use of precanceled stamps. These are good only for the payment of postage on third- and fourth-class mail and must be presented for mailing at the office where they were originally canceled. The precanceled stamp is frequently used to seal the folder or broadside and does away with danger of injury through post office cancelation.

2. *Without Stamps.*—66. Upon application to the postmaster at the office of mailing, permits may, under the provisions of section 459, Postal Laws and Regulations, be issued to persons or concerns for mailing first-class matter, quantities of not less than 300 identical pieces of third-class matter, and second-class matter at the transient rate (see section 435 Postal Laws and Regulations) or the rates applicable to copies mailed for local delivery by letter carriers at city, delivery offices (see paragraphs 7 and 8, section 433, Postal Laws and Regulations), and 250 identical pieces of matter of the fourth-class without stamps affixed, the postage thereon being paid in money, provided the

mailings are presented in accordance with the conditions under which such mailings are accepted.

First-class matter may not be accepted in this manner until authority to do so shall first have been obtained in each instance from the Third Assistant Postmaster General, Division of Classification.

3. *Metered Mail.*—According to the specifications of the Post Office Department, metered mail is that class imprinted by devices having a printing and recording mechanism which may be set by the postmaster. The postage fee in full is collected at the time the meter is set. Meters are rented at $10 a month to users, making them economic only where mailings are comparatively large.

Disposition of Uncanceled Stamps.—Notwithstanding every effort on the part of sellers to discourage the sending of stamps, the habit continues. A great many stamps are received by practically all companies in the mail-order business, and how to dispose of the surplus has become a major problem. The post-office department does not permit redemption of unused stamps by postmasters, and practically the only method in the past has been to dispose of them to stamp brokers at a discount of 10 per cent, or sometimes less.

Many attempts have been made to convince the post-office department of the advisability of redeeming unused stamps, but without success. The post-office officials argue that the redemption of stamps would encourage post-office burglaries, and would increase the use of stamps for remittance purposes.

Delayed Delivery.—One reason why mail-order individuals and concerns should be particularly careful in regard to addresses and postal requirements is the attitude of many small-town postmasters, who are also proprietors of the general store. While specific cases are almost impossible to prove, it is probably true that the intense dislike which small-town retailers feel towards concerns selling by mail leads them to discriminate, wherever possible, against the mail-order concern. This feeling exists towards any house issuing a catalog.

According to *Printer's Ink*, the larger mail-order concerns have found that the best method of dealing with the unfriendly postmaster is to see that all mailing matter is correct in every detail. Sufficient stamps are placed on containers, addresses are both

correct and legible, envelopes are securely fastened, and any attempt to hold up the mail is done at the peril of the postmaster.

The Fraud Line.—Since the extension of the mailing privilege is not regarded as a right, the government has the power to control what is and what is not fraudulent. The seller is required to use fair methods and to make no false representation where the facts are material. The laws on the subject are briefly excerpted in the following section from the United States Official Postal Guide:

30. The attention of postmasters and railway postal clerks is directed to section 482 of the Postal Laws and Regulations, by the provisions of which newspapers or other publications of any kind, circulars and pamphlets, containing advertisements of lotteries, gift enterprises or similar schemes offering prizes dependent in whole or in part upon lot or chance, or lists of the prizes awarded in pursuance of such schemes, and all other matter relating to them, are declared to be unmailable. The terms "lottery, gift enterprise, or similar scheme offering prizes dependent in whole or in part upon lot or chance," as used in that section, include "guessing" or "estimating" contests for prizes, as well as drawings and raffles of every kind, whether general or local, whether for private gain or in aid of charitable, educational or religious objects, and whether the consideration for chances be money or other thing of value. Enterprises in which prizes are distributed among purchasers of merchandise in stated amounts, or among subscribers for publications, or for shares of corporate stock, through the medium of drawings or guessing contests, are lotteries within the meaning of that section. Publications, circulars, cards or pamphlets containing advertisements of such enterprises, or notices or other information of any kind relating to them, should be withdrawn from the mails and treated in accordance with sections 547, 574, and 593 of the Postal Laws and Regulations.

"Endless chain" enterprises designed for the sale or disposition of merchandise or other things of value through the circulation or distribution of "coupons," "tickets," "certificates," "introductions," and the like, are held to embrace the elements of a lottery, and also to be fraudulent. Matter of every kind relating to such enterprises should be excluded or withdrawn from the mails, and treated in accordance with sections 547, 574, and 593 of the Postal Laws and Regulations.

Where there is doubt whether the scheme advertised or referred to is a lottery, or similar enterprise, as defined by section 482, the matter in question should be submitted to the Solicitor for the Post Office Department for advice as to its admissibility. Communications to postmasters

from the Solicitor, embracing opinions or rulings in respect of matter so submitted, are to be regarded as records of the post office and retained among its official files for purposes of reference. The substance only of such communications should be conveyed to interested persons and in no case should exact copies be supplied to them; the ruling or opinion being intended for the guidance of the postmaster, and not for the use of those interested in the enterprise passed upon.

The Post Office Department is endeavoring to enforce the anti-lottery statutes strictly and with thoroughness. Postmasters, railway postal clerks, and all other officers and employees charged with the handling of mail matter are therefore expected to examine such matter, especially publications, with the greatest care consistent with prompt transmission and delivery, and to withdraw or exclude all such as is ascertained to relate to lotteries or like enterprises. Many postmasters have been found negligent in this regard.

When evidence has been obtained of the misuse of the mails, a fraud order is issued, which automatically bars all mail of the person or firm in question, and renders him subject to arrest, and, if found guilty, to fine and punishment.

The majority of offenses are:

1. Fraudulent selling of securities.
2. Lotteries.
3. Indecent literature.
4. Schemes for taking money from people without giving its equivalent.

When complaint is made, an inspector immediately calls upon the firm, asks questions, and takes samples of literature used. If the matter is not serious, a concern is sometimes allowed to make certain changes and continue in business. This is also true where a mistake has been made through ignorance or through a real but unfounded belief in the truth of the assertions made. The Supreme Court of the United States has held that it is not within the province of the Postmaster General to decide questions of opinion, as distinguished from questions of fact, in the case of a fraud order issued against a concern treating disease by mail order.

Rulings are ordinarily strict in regard to lotteries. No prizes may be distributed by lot. Many mail-order sellers find a way around the provision by making the solution of a problem or puzzle so easy that a large number of correct answers will be received.

PART VI
PERIODICALS AND NEWSPAPERS

CHAPTER XXV

PERIODICAL MEDIA

Three media are generally used for periodical mail-order advertising.

1. Newspapers.
2. General magazines.
3. Trade, technical, and class journals.

Where a single specialty or single article is to be sold by mail, selling effort is often concentrated on periodical advertising. This may be due to an inability to secure a mailing list, or to an appeal so general that a telephone directory would constitute a mailing list. In the latter event, there is often less waste in advertising in periodicals than under one-cent postage.

The nature of the article many times dictates the character of the medium to be employed. Artists' supplies are not advertised in farm papers or aluminum-soled work shoes in a society journal. Often, however, the advertiser is called upon to decide on the relative merits of several media of seemingly equal value for the specific proposition.

Selecting Advertising Media.—The problem of the mail-order advertiser in selecting a single medium or a group of media is to ascertain definitely what purpose he desires to achieve, and then to pick out, after examination and consideration the publication which can best convey the message. The problem is individual for each advertiser.

A large mail-order house, with an annual appropriation of many thousands of dollars for advertising, might include on its list a large number of media. Determine just what percentage of the appropriation should be spent on each group and on the individual members of each group. Selling by mail in a small way limits itself to fewer media. It may be necessary to decide whether advertising will bring as good results as literature prepared and mailed directly to a selected list.

Retailers use newspapers almost entirely for their periodical mail-order advertising. This permits a daily or a weekly change of copy to keep pace with constantly shifting merchandising conditions. Many retail stores, of course, have standard mail-order departments, and sell merchandise from catalogs and other literature.

Newspapers.—In selecting the newspaper, the advertiser should carefully analyze the circulation and consider how effectively it covers the trading area. If, for example, a retailer draws customers to his store from a radius of 15 miles, he may find it effective to advertise in the local papers of all small towns within the 15-mile radius.

After determining which of several papers is best fitted to carry the message from a geographical standpoint, the next question to consider is the cost per thousand readers. The word "readers" includes all subscribers who read the periodical, but does not necessarily mean readers of the advertising message. The percentage of readers of the advertisement is dependent upon the quality of sales copy.

Advertisers, as a rule, buy circulation on a Milline basis. A paper charging 50 cents a line and having a circulation of 500,000 would have the same relative value as a paper charging 25 cents a line for a circulation of 250,000, other things being equal. A line, in printers' measure, is usually the height of agate type, which is approximately $\frac{1}{14}$ in.

After comparison has been made on the basis of the cost per thousand readers, the value of the prestige of the newspaper should be estimated. For example, the policies of newspapers attract to them certain types of readers. The question before the advertiser is whether the type of reader is one which is likely to desire and to be able to purchase his commodity.

If readers have confidence in a newspaper, they unconsciously trust its advertisements. Publishers are willing and prepared to furnish prospective advertisers with definite data as to the buying power of their readers, their mode of living, their buying habits, and their geographical distribution. Upon request, the majority of newspapers will supply the number of subscribers in the city proper, in the suburbs, and in the surrounding counties. By comparing these data with the possibilities of the market, an

intelligent decision may be made as to the worth of the paper from a geographical standpoint.

Advertising Rates

NAMES OF LISTS	Number of Papers	Price per Line	Price per Inch	NAMES OF LISTS	Number of Papers	Price per Line	Price per Inch
Atlanta	55	$ .32	$4.40	Kansas City	202	$1.16	$16.16
Baltimore	80	.46	6.40	Lincoln	118	.68	9.44
Billings	67	.39	5.36	Little Rock	85	.49	6.80
Birmingham	45	.26	3.60	Memphis	111	.64	8.88
Boston	54	.31	4.32	Milwaukee	178	1.02	14.24
Charlotte	69	.40	5.52	Minneapolis	262	1.50	20.96
Chicago	341	1.95	27.28	New York	153	.88	12.24
Cincinnati	107	.62	8.56	Oklahoma	146	.84	11.68
Cleveland	82	.47	6.56	Omaha	122	.70	9.76
Dallas	105	.60	8.40	Pittsburgh	74	.43	5.92
Denver	192	1.10	15.36	St. Louis	230	1.32	18.40
Des Moines	157	.90	12.56	Salt Lake City	100	.58	8.00
Detroit	117	.67	9.36	San Francisco	66	.48	6.60
Fargo	164	.94	13.12	Sioux City	100	.58	8.00
Fort Wayne	99	.57	7.92	Sioux City Ind.	105	.60	8.40
Houston	93	.54	7.44	Sioux Falls	104	.60	8.32
Indianapolis	75	.43	6.00	Wichita	162	.93	12.96

Total number of newspapers in the thirty-four lists ---- 4220
Price per line per week in the entire list ---- $24.36
Price per inch per week in the entire list ---- $338.92

Reading Notices, in leaded brevier type, run between items of pure reading in same type 25 per cent additional.

Display Advertising 14 lines to the inch, about 7 words to the line. Column Width 13 ems pica, about 2⅛ inches.

Discount allowed on space contract.

Advertising Forms close Wednesday noon for issues going to press the second Monday following.

But one cut needed for any number of papers

FIG. 123.—One of the marvels of modern mail-order merchandising is the ability to send one cut to a newspaper syndicate and have it appear in a thousand towns.

Newspaper Syndicates.—Syndicates of small country newspapers, such as the Western Newspaper Union, which has 4,220

country-town newspapers, divide their circulation into local lists, which may be used by the advertiser as desired. The advertiser is required to submit one set of copy and one cut, however many lists he may use. Figure 123 shows the advertising rates charged for the various lists, and the number of papers included in each list.

Such a syndicate publishes what is known as "patent insides." A sheet of paper is printed and delivered to the member newspapers, equivalent in size to two inside pages of an ordinary newspaper. The country printer or publisher prints the local news on pages 1 and 4. The syndicated interiors on pages 2 and 3 are printed in New York City. Advertisers place orders for insertion at the central office.

Periodicals.—The number of concerns selling by mail directly through periodicals is not exceptionally large. It has been found difficult to make sales from a first contact, and the lack of space in which the article may be illustrated and described is a serious obstacle.

Some of the larger mail-order advertisers, who can consider a large percentage of the population as prospects, use large space in magazines, and newspapers as well, to sell such articles as sets of books, dishes, rugs, clothing, and other single specialties.

A New York concern has made a remarkable success in selling small red-leather covered reproductions of the classics. It has done this largely by using full-page space in magazines with national distribution. Since the price of the set of books is only $2.98, it is essential to have a minimum sales cost. When $1,000 is spent for a page in a magazine or newspaper, at least $8,000 in direct business must be received in return. The text of the copy is constantly being changed, as is also the layout, design, and presentation of the appeal. Figure 124 illustrates one of the advertisements. The coordination of illustration, price, free offer, and copy appeal is worthy of note.

Figure 125 shows another illustration designed to sell a specialty directly from the advertising copy. In this case, however, the aluminum set is to be sold on the instalment plan, and free inspection is allowed for five days before the first payment is to be made.

Save Money—
This Christmas
—yet remember
more people than
ever before
A NEW COLLECTION OF
30 WORLD'S GREATEST MASTERPIECES
THERE never has been a finer Christmas gift than good books. They show that you respect your friends as people of culture, their taste equals your own—a appreciation of things worth while. They are acceptable by men, women, children.
With this new Little Leather Library set, think how much you can do for so little money! For only $2.98 you can give the entire set to one person—or ten books to each of ten persons—or five books to each of twenty persons. Or if you please, you can send one book to each of thirty persons, in place of Christmas cards, and at no more expense
$2.98 FOR ALL
How Can It Be Done?
What sort of books can we offer you at this amazingly low price of $2.98 for 25 Many people have guessed they are
cost. The paper is
the type is clear and easy to read; there are over 3,000 pages in the set; the binding is of a remarkable limp Crefotext, beautifully embossed. It looks so much like leather as to confuse even an expert. This amazing value is possible only through quantity production, by printing in editions of one million
at a time
The titles include the greatest works, complete, of such Masters as Barrie, Kipling, Shaw, Yeats, Allen, Balzac, Browning, Dante, Dumas, Emerson, Whitman, Whittier, Poe, Irving, Ibsen, Shakespeare, Lamb, Moore, Tennyson, Plato, Wilde, Maeterlinck, Turgenev, Longfellow, Elbert Hubbard
No More Printed This Year—
Examine Them At Our Risk
Little Leather Library volumes can be found today in the finest homes in the land. Let us send you this new set at our risk. If you do not agree it is worth from five to ten times the price—send it back and you will not be out one cent. Right now we are shipping as high as three thousand sets a day, with heavy Christmas orders still to come. At this rate, some "last-minute buyers" may be disappointed. For it is too late to print again this year. We urge you therefore, to send in your order now and not to delay one day.
LITTLE LEATHER LIBRARY CORPORATION
354 Fourth Ave. Dept. 2812 New York City
FREE! If you order at once these beautiful Lincoln Bas-Relief Book Ends will be included without cost. With the complete set, they make a wonderful gift. Retail price at least $1.00, in some stores probably $1.50. This unprecedented offer is made to LITERARY DIGEST readers, for advertising purposes, to introduce this new set into representative American homes this Christmas. If you wish a pair, send the coupon at once.
LITTLE LEATHER LIBRARY CORPORATION
Dept. 2812
354 Fourth Ave.
New York
Name
Address
State

FIG. 124.—Selling merchandise direct from an advertisement in a periodical calls for extremely skillful handling of copy, illustration and appeals. This page sold books.

An Aluminum Miracle— 18 Utensils In One

Patent No 1387B October 7 1919

"It certainly makes cooking easy!"

SEND NO MONEY!

Free Inspection Offer of 18-in-1 Aluminum Set!

Some of the Uses

Pancake Cover
To keep pancakes warm and delicious. Keeps the heat in them while carrying from kitchen to dining room; simply cover them with the inverted pudding pan.

Pudding Pan
This essential part of your kitchen equipment is excellent for all kinds of puddings, and also for round loaves of bread, cakes, sauces, jellies, etc.

Jelly Moulds
The three jelly moulds (which are also used for egg poaching) are of just the right size and shape for use as containers of jelly, gelatine, custard, etc. Each mould is fitted with a convenient handle.

Colander
For draining vegetables or fruit, straining, and for many other uses. It's a perforated pudding pan will be found very handy as a colander

A COMPLETE kitchen set that will boil, bake, stew, steam, poach, strain and fulfil many other uses. One of the greatest culinary boons ever invented for the busy housewife or for the woman who wants to keep her cook contented. Every piece stamped out of solid, stout, silvery aluminum, that with ordinary care will last a lifetime.

Use them singly or in combination; cook two articles at the same time and save stove space and fuel. Eighteen combinations in one, that would cost you about $18.15 if bought separately. Sent to you, postage prepaid, for FREE inspection and offered at about wholesale cost. Just the aluminum outfit that you want.

Lightens Work

Aluminum is the ideal kitchen ware. It is easily kept clean and shines like a bright new dollar. It is much lighter in weight than iron or enamel ware, and when pressed out of one piece of metal (as this set is), it sturdily withstands a lifetime of kitchen service. It takes but a moment to combine the basic articles of this set, and eighteen combinations may be made, a few of which are pictured.

Saves Time and Fuel

The basis of the "18-in-1" set is the Tea Kettle, the most needed and most used utensil in any kitchen. Oatmeal can be steamed in it overnight, and in the morning use the poacher for cooking eggs—thus cooking almost an entire breakfast in one utensil

Its use as a tea kettle for boiling water, as a steamer for reheating food or keeping dinner warm and also for egg poaching, actually enables you to use it for three purposes at one time.

"Nested" to Save Room

When not in use the "18-in-1" set may be snugly "nested" and put in a corner out of the way. It takes up very little room and is handy when needed.

The Only One of its Kind

We invented and make this "18-in-1" set ourselves. We sell it DIRECT to you on a FREE inspection basis. You won't find it in any store, nor can you secure it from any other source. Our price is far below what the stores would charge for it, if they could obtain it. You save money by buying this sensible way—direct from the makers.

Don't send us a cent until you have seen and examined this "18-in-1" set in your own home, and have decided that you want it. Just fill in the FREE inspection coupon clip it and mail it and we will send you this wonderful set on approval. Take five days if you want to, to make up your mind You take no risk. You are not obligated in the slightest. We even pay the carrying charges.

If you don't want the set send it back at our expense and the transaction is closed. We ask no questions.

If you find that this set is every bit as good as we say it is, keep it and send us only $2 00 a month and a final payment of $1 00 until $7.00 has been paid. (Cash buyers $6 85.)

The coupon brings the set promptly No risk; no expense; no red tape. Tear it off now and mail it.

BERKELEY SALES CO.,
Berkeley Bldg., 18 W. 45th St., N. Y. City

Please send me for FREE inspection and examination, postage prepaid, the 18-in-1 ALUMINUM SET

If I keep the set I will send you $2 00 within 5 days, and thereafter $2 00 a month with a final payment of $1.00, until in all $7.00 (Cash buyers $6 85.) If I return the utensils I will send them back within 5 days at your expense. It is understood that I incur no obligations in mailing coupon.

Name .....

Street or R.F.D. .....

City ..... State .....

If you desire to pay in installments and are not known to us, send business card of self or husband, or attach names of two references. BIG 3-20

←SEND NO MONEY—CLIP COUPON and MAIL

Some of the Uses

Tea Kettle
Handsome five-quart tea kettle made seamless of good solid Aluminum. Has a non-breaking handle and cover knob. Spout especially designed to pour easily and to permit filling direct from any ordinary kitchen faucet.

Steamer
By placing the colander inside the large kettle and inverting pan as the inverted pudding pan as a cover, you have a steam cooker. Cook two articles at the same time thus saving space and fuel.

Double Boiler
Another combination is easily made by placing the covered two-quart pudding pan inside the large kettle. This gives you a perfect double boiler. Fine for oatmeal, rice, cream soups, baked oatmeal and other cereal, etc.

Egg Poacher
The kettle with the rack and egg tins makes an unsurpassed egg poacher. Eggs cooked in this way have a very agreeable flavor and a most inviting appearance

Casserole
Simply cut the cover on your pudding pan and you have a fine casserole, or bake dish. Splendid for baking beans, macaroni, potatoes, cauliflower, corn, apples and other dishes

THE CAREY PRINTING CO. Inc.
New York

FIG. 125.—Note how the price is hidden away in 6 point type. This copy is a complete mail-order campaign in itself.

The advertisement does not necessarily have to be page size, although the difficulties inherent in the small advertisement are greater. Figure 126 shows how pencil sets and fountain pens are being sold directly from a small advertisement, which consists mainly of illustrations of the product.

MOST DELIGHTFUL CHRISTMAS GIFTS
Name in Gold Pencil Sets for Everybody
No. 1—Six Pencils (assorted colors) and various shades Coin Pocket LEATHER Case with NAME engraved in 22 karat Gold $1.10
No. 2—Four various colored Pencils and Penholder in Purple or Green LEATHER Coin Pocket Case with Name in 22 karat Gold $1.00
No. 3—Three Pencils (assorted colors, and fancy shades embossed LEATHER Case with NAME engraved in 22 karat Gold 60 cts.
No. H—Three Assorted color Pencils, Name in Gold—Holly Box 35 cts.
No. A—Guaranteed 14 Kt GOLD self-filling NAME Fountain Pen $2.25
No. B—Ladies' 14 Kt GOLD self-filling NAME Fountain Pen $2.50
Order by No. Print out Names. Send Check or Money Order.
Add 10 cents extra for Registered or Insured Parcel.
All orders sent Post-paid within 48 hours.
BALLARD PENCIL CO. 250 West 54th St. New York City

FIG. 126.—Selling pens and pencils direct from a small mail-order advertisement in periodicals.

Special Mail-order Sections.—Some of the larger metropolitan newspapers publish a special mail-order section. This is inserted with the regular edition going to out-of-town subscribers. Advertisements in these sections have been known to bring in enough direct sales to prove profitable investments.

Special mail-order sections of newspapers are virtually cooperative mail-order catalogs. The advertiser buys space for his own specialty. The newspaper takes care of the list, the printing, and the mailing. It has often been suggested that a few hundred manufacturers might publish a mail-order catalog on a cooperative basis, dividing the cost pro rata according to the space used.

SAVE HALF
Your Paint Bills
USE INGERSOLL PAINT
PROVED BEST by 80 years' use. It will please you. The ONLY PAINT endorsed by the "GRANGE" for 50 years.
Made in all colors—Get my FREE DELIVERY offer
From Factory Direct to You at Wholesale Prices
INGERSOLL PAINT BOOK—FREE
O. W. Ingersoll 246 Plymouth St., Brooklyn, N.Y.

UNADILLA
TANKS
VATS
TUBS
Before you buy send for prices and literature on Unadilla Water Storage or Cooling Tanks, Tubs or Vats in Spruce, White Pine, Oregon Fir or Cypress.
UNADILLA SILO CO.
Box N
Unadilla, N. Y.

This plan, however, has never been followed, and the special mail-order section seems to be the limit of cooperative action. Certain types of periodical have a subscription list composed almost entirely of individuals who purchase by mail or who are disposed toward the practice.

Space.—Space for mail-order copy is ordinarily limited. Users of full-page space usually fall into one of the following categories:

1. Large mail-order houses seeking catalog distribution.

2. Manufacturers pushing a single specialty, and possessing facilities for merchandising on a quantity basis.

3. An individual desiring to sell a large quantity of a special article quickly, and able to offer a special inducement.

The average mail-order advertiser attempts to present his selling arguments, and to describe his special or novelty merchandise in the smallest space possible. To this end he often uses 5-point type and condenses the copy to the utmost limit of intelligibility. Writing mail-order copy for periodicals requires much study and considerable experience before it is possible to profit from an economical use of space.

The Headline.—The heading for mail-order advertising must often be relied upon to attract the reader's attention, on a page of many advertisements. Figure 127 shows a typical column of mail-order advertising in a farm periodical.

FIG. 127.—You recognize most of these typical mail-order advertisements at a glance. Some of these have been repeated without change for years, having demonstrated their ability to pull profitable orders.

As a rule, the smaller the advertisement the larger the relative amount of space given to the heading. Where an illustration is omitted entirely, the headline may occupy one-third or even more of the available space.

If the product to be sold appeals only to a limited group out of the entire circulation, the headline should contain one, two, or more words which will instantly appeal to the group. An advertisement with the single word "Golf" in the heading would naturally attract the attention of the golf enthusiast. Someone about to be married would, in all probability, read the following advertisement:

Wedding

L. OTT ENGRAVING CO., **Invitations, Annoucements, Etc.** 100 in script lettering, including two sets of envelopes, $3.50. **100 Visiting Cards, $100.** Write for samples. **1030** Chestnut St., Philadelphia, Pa.

Copy.—After attention has been attracted by the headline, the copy problems are almost identical with those previously discussed. The reader must be carried from attention to interest. His interest must be transformed into desire, his objections must be overcome, and he must be induced to take action. The ordering is made simple so that the reader is tempted to comply with the advice of the advertiser. A simple paragraph which insists upon action, such as "Mail 25 cents now," "Send for booklet immediately," or "Do not delay," often secures results.

It is essential to cover the entire subject, and to answer every question or objection which might arise in the prospective customer's mind. The prospect can secure no knowledge of the proposition except through a perusal of the copy. If anything is left out, a doubt will arise in the customer's mind, and the sale may not be made.

Figure 128 shows how copy alone was used to sell a home accounting book. The appeal was based on the actual profit which could be derived by the possession of such a book, carried out carefully in the copy by a narrative applicable to many of the readers.

Figure 129 shows how the Encyclopaedia Britannica, Inc. made use of the "only few copies left" appeal. The special coupon for reserving a set should be noted. By using two coupons, both direct sales and inquiries are obtained.

Saving the money that slipped through their fingers

How an investment of $2.50 grew to $7,000 in seven years without speculation

By Arthur H. Patterson

MR. AND MRS. B. live in Connecticut. He is a clerk in the office of a manufacturing plant. They have been married ten years, and for the first three years of their married life they not only failed to save but actually went in debt over $400. They now have two children, own a comfortable cottage home which is appraised at $5,000 and is clear and free. They have savings-bank accounts of $800 and $1,200 invested in 7% preferred securities. And every dollar of this money has been saved from salary during the past seven years, an average of $1,000 per year.

I am going to tell you their story, or rather let Mr. B. tell it as he related it to me. If you are facing the crisis in your affairs which the B.'s faced in those early days of married life, it may help you to meet it and come off victorious.

Listen to what Mr. B. says:

"I am now 37 years of age; married and the Daddy of two children. When I was married I had exactly $750 on hand in cash, inherited from my father's estate. Up to that time I never saved a nickel and if this money hadn't come as a windfall, we could not have been married. I held a good position and was earning $2,500 a year. That was in 1915. For the next three years Jane and I just let things run along, living comfortably on my salary. The $750 which I inherited went for furniture and home needs and we did manage to buy—on the spur of early married ambition, perhaps—$300 more of furniture which we paid for out of my salary. But all the rest of it went for clothing, rent, food, amusement, books, cigars, etc. We spent it as it came and it was always a race between our cash and our bills to see which would be on top at the end of the month. Usually the cash lost. But the bills didn't press or worry me. I ran accounts with tradesmen who knew me and knew I was good for it. But gradually the bills distanced the cash and at the end of three years I was in a hole just $400; and then the situation grew serious because we had a baby and in order to pay the emergency bills of the occasion, I had to let my other creditors wait and they became restless.

"Jane and I had tried time and time again to live within my salary and save a few dollars, but it wasn't any use. We lacked the backbone somehow and didn't have the necessary system to help us see it through. One day I came across a remark made by James Hill, the railroad builder, and it set me thinking. It burned itself into my brain. It was this:

"'*If you want to know whether you are going to be a success or failure in life, you can easily find out. The test is simple and infallible. Are you able to save money? If not, drop out. You will fail as sure as you live. You may not think so, but you will. The seed of success is not in you.*'

"I went home and that evening Jane and I had a long heart-to-heart talk. We sat up until one o'clock, studying, planning, debating, wondering how we could change our shiftless, easy-going habits so that we could feel that we were going to be classified with the successful ones and not the failures.

"We made up our minds that from that night on not a penny would be spent for other than bare necessities until every debt had been paid. We resolved to live on half my salary, reasoning that if other people whom we knew could live comfortably on $1,250, there was no reason why we shouldn't. Then Jane said: 'We ought to keep a cash account and put down just where the money goes. We can't go by guesswork any longer. We've been living that way for three years. We'll begin now to keep a record of our money.'

"What Jane said brought to my mind an advertisement which I had seen only a few days before, about an Expense Book for family accounts. So I got the magazine and found the ad. It told about the Economy Expense Book for personal and household accounting. The description told me that it was exactly the thing we needed and before going to bed I wrote a letter ordering a copy. In a few days it came, and Jane and I had an interesting session studying it and entering the Cash and Expenditure Items which we had been keeping tab of since the midnight resolution.

"That book taught us something about the science of home economics. We learned, for instance, that in a properly arranged budget a man earning the salary I did could save, without stinting, at least 30% of his salary. But we were beating that figure. We had raised the ante to 50%, and that without suffering for a single need. Of course, we had cut out the theatre, the cigars, the expensive lunches and we'd begun to get acquainted with some of our discarded clothes all over again. And I learned that rent consumed in the balanced budget 25%, which was about our level; food was 26⅔% and we cut it to 22½%; clothes 20%—we chopped to 8% that first year, and it never rose over 12% the first four years.

"We started on the new system in April, 1919. The following April, when we balanced the books for the first year we found this result: Every single bill paid and $500 in the savings bank! Glorious! We were out of the woods and for the first time in my entire business career I had visions of success on which I could actually stand without breaking through into the quicksands of despair. We celebrated that night in good style with a dinner and the theatre, and that's become part of the program ever since—the annual dinner of the board of directors, Jane calls it.

"The rest is easy. We were on the right track, and once started nothing could turn us back.

"We stuck right to the original program for three years, living on half my salary and saving the other half. Then I got a raise of $250 and that made it quite a bit easier. A year ago I got another raise, bringing my salary up to $3,000, where it now stands.

"I've never had the least trouble, since starting on the first page of my first copy of Woolson's Economy Expense Book, in living within my income and saving money.

"That book brought us, not only independence, but it changed me from a worried, half-baked existence into a self-respecting, successful man. I am in a position, as the result of our joint efforts, where I need look to no man for favors; and further than that, my success has brought us into a circle of friends, both business and social, who value us because we are looked upon in our town as 'worth while,' and 'the sort who are getting ahead.'"

* * * * * *

Woolson's Economy Expense Book is designed to keep track of the income and expenses of the average family in a systematic manner. Each book is made to contain the records of four consecutive years.

No knowledge of bookkeeping or accounting is necessary to properly keep a Woolson Book. The lifetime experience of an expert accountant is in the book. He devised it for his own household and planned it so his wife could keep it.

Two minutes daily is sufficient to keep it written up to date. At the end of each week and month and year you not only know where every penny went, but you will have an analysis and comparative table of all the various expenditures, showing just what it went for. Every detail of money management is provided for by a simple, easy system that a twelve-year-old child could handle.

This book has proved truly a godsend to thousands because it has taught them a sure way to manage their finances. With it you know every minute just where you are money-wise. It automatically shows every penny of income and outgo; just how much for groceries, dress, rent, medicine, amusement, car-fare, etc.—and all this instantly and plainly. It is not complicated or tiresome. In fact, once you have started keeping a Woolson Book you will find it fascinating as a game and a miser for saving money.

Woolson's Economy Expense Book is bound in dark green, semi-flexible, morocco fabrikoid. In the front of the book you will find a wealth of ideas on budgets and saving money. Its rich green binding makes it an attractive addition to the library table. Remember the book lasts for four years. This means that you spend a trifle over one penny per week for your accounting system. Sign the coupon below. You need send no money, unless you prefer. Send the order in and pay the postman, when he delivers the book, $2.50, plus slight charges for postage. (If you prefer to send $2.50 with the coupon, we will pay the postage.) Remember the book is absolutely on approval. If, at the end of five days, you prefer to return the book, you may do so, and we will return you your money.

GEORGE L. WOOLSON & COMPANY
118 West 32nd Street
New York City

George L. Woolson & Company
118 West 32nd Street
New York City

Send me Woolson's Economy Expense Book. I agree to pay postman $2.50 and postage. If I do not care to keep the book, I am to return it within five days and you will refund my money without question.

N. B.—If you send cash with order we will pay postage.

Name.....

Street Address.....

City or Town State

115

FIG. 128.—Here the copy appeal is based on the saving that the book will make for the buyer; the ancedote style is used. Note the absence of illustration. Woolson's success with this type of copy proves its value.

This is the last call!

Only a Few Days Left to secure the New

ENCYCLOPÆDIA BRITANNICA

at the lowest price ever offered

On or before December 24th the very last set of the HANDY VOLUME ISSUE *at* HALF *the* PRICE of the regular Cambridge Issue will have been sold

This is your last chance to ever buy the Handy Volume Britannica. This is your last chance to take advantage of this wonderful price concession. In a few short days the great, unprecedented Half Price Sale of the Handy Volume Issue of the Encyclopædia Britannica must come to an end. In fact, our small stock will in all probability be entirely sold out within the next week. Therefore, this advertisement will not appear again, and this offer will never be repeated.

Already the most expensive bindings are gone. Our stock of these was small to begin with and the first announcement of this sale wiped it out. There are now only a few hundred sets left in any binding, and when these are gone there never will be any more at any price.

The End of a Famous Issue

The discontinuance of the Handy Volume Britannica was decided upon in order to avoid raising all Britannica prices. Changed conditions in publishing forced this decision. By standardizing on the Cambridge Issue we save money for future buyers of the Britannica, and in closing out the Handy Volumes we have made a price concession of unprecedented importance to present purchasers.

All sets offered in this half-price sale are the complete 12th and latest edition, 32 volumes, including the three volumes prepared since the war, printed on genuine India paper, the most convenient and compact encyclopædia ever devised. A handsome mahogany finish bookcase with leaded glass door, is included free with each set.

While they last, sets will be delivered on payment of $5, balance to be distributed over an extended period. No one can afford to be without the Britannica at such a price and at such terms.

$5.00 Reserves a Set and Gives You 10 Days to Decide

Because there are so few sets left, we can not guarantee delivery to any except those who reserve sets by using the Reserve-Deposit Coupon below. This will not obligate you to purchase; on receipt of the coupon with $5 we will reserve a set for you for ten days, while you decide whether or not to buy.

Your last chance is here. Never again will this opportunity come to you. It is NOW OR NEVER! Sign and mail the Reserve-Deposit Coupon and you and yours will remember it gratefully for the rest of your life.

Beautiful Bookcase FREE

With each Handy Volume Set we will give absolutely free this handsome mahogany finish bookcase, with leaded glass door, especially designed for this issue by Maple & Co., world-famous cabinet-makers.

THE ENCYCLOPÆDIA BRITANNICA, Inc.

This Coupon Brings Information Only

L. D.-5

THE ENCYCLOPÆDIA BRITANNICA, Inc.
342 Madison Ave., New York City

Please send me at once, without any obligation whatsoever, 52-page illustrated descriptive book containing specimen pages, maps and full information regarding the Encyclopædia Britannica, 12th and latest edition, 32 volumes, on genuine India paper, together with complete details of your special half-price closing-out sale.

Name: Mr. Mrs. Miss .....

Address .....

Sign This Coupon to Reserve a Set

RESERVE-DEPOSIT REQUEST L. D.-5

THE ENCYCLOPÆDIA BRITANNICA, Inc.
342 Madison Ave., New York City

I enclose Check ( ) Money Order [ ] for $5 as a Reserve-Deposit on one of the few remaining Handy Volume Sets of the Encyclopædia Britannica, 32 volumes, 12th and latest edition. This does not obligate me to purchase. You are to reserve a set in my name for ten days, while I am reading the 52-page illustrated booklet you will send me to enable me to decide whether or not to buy. It is understood between us that should I decide not to make the purchase the $5 Reserve-Deposit will be returned immediately in full, while, should I wish to purchase the set reserved for me, the $5 will be applied on the price of same.

Name: Mr. Mrs. Miss .....

Address .....

FIG. 129.—The Encyclopaedia folks here use, in a periodical, the same appeal—"limited supply"—as used by P. F. Collier & Sons Company. See Fig. 12, page 45.

Fortunes have been made in selling by mail, and fortunes will continue to be made in this way, but only by those men who know how. One advertiser can fill an inch of space with copy which will secure profitable business; another advertiser might fail.

A Practical Example.—The method of selecting the proper media, and of building up an advertisement which will sell merchandise, is best illustrated by example. Suppose that a manufacturer of a kerosene iron desires to sell his product by mail. He knows that his chief market will be on farms and in rural communities which do not have gas or electricity.

Every housewife in the region should be a prospective customer for the iron, when she is reached. The expense, however, of preparing and sending literature direct by mail would be prohibitive. He finds that there are four classes of periodicals which circulate in the community:

1. The local weekly newspaper published in the nearest town.
2. The farm paper published locally in the state.
3. The farm paper published nationally, which reaches small communities.
4. The local religious or other monthly paper.

There are three possible methods of discovering which of these four media is best suited for carrying the sales message. He can obtain circulation figures, arranged geographically, and advertising rates. The publisher of a periodical has on file for examination by prospective advertisers data as to the number of returns received by other advertisers. The advertiser's selection may finally include four or five local daily papers, six weekly newspapers, a farm journal or two, and several religious papers.

How Much Space to Use.—The advertiser desires to use sufficient space to get the best returns for the money invested. If one line of copy will sell half as many irons as two lines of copy, it is equally efficient. However, if 1. in. of copy sells only one-third as many irons as 2 in. of copy, it is less efficient, and it will be necessary to change the advertising program immediately, and to use 2-in. space.

The process of trying out various space dimensions will continue until the right proportions are found. If the 2-in. copy is not half so affective as the 4-in. copy, he will immediately

change to the 4-in. size. Perhaps he will find that 6 in., single column is the largest space he can use economically. Beyond 6 in. he reaches the point of diminishing returns. That is, increasing the size does not increase proportionately the number of sales. Six inches is made the standard copy size.

Selecting the Appeal.—The first thought of the manufacturer of irons was that economy of operation would be the correct appeal to use. But after talking to prospects, he found that economy was not the appeal because it cost the housewife nothing to keep her iron hot. Regardless of how little kerosene was used by the iron, it would inevitably cost more to heat than the old-fashioned sad-iron, heated on the cook stove. The economy appeal was, therefore, eliminated.

He decided therefore, to build his advertising around the idea that the housewife would be able, especially on a summer's day, to do her ironing away from the hot stove. His first task was to produce a headline which would express this appeal, such as "Cool Ironing with a Hot Iron."

The advertisement was placed and the returns keyed by changing the address in the several periodicals. The variation served as a key on the appeal and a key on the periodical. After the returns were in a tabulation, or analysis, was made, disclosing the two papers which brought in more returns per dollar than any of the others.

An improvement in the copy may be advisable. "Quicker Ironing," has a fresh appeal, elaborating on the waste motion and the lost time expended in changing irons. With the kerosene iron, which is kept constantly hot, the ironing may be done in the morning, leaving the afternoon free for recreation or relaxation.

The papers which did not pay are eliminated when new copy and new key are inserted. After tabulating the returns on the second advertisement, the advertiser can determine easily which appeal is the more effective.

CHAPTER XXVI

PERIODICALS AND NEWSPAPERS

It is necessary in using periodicals or newspapers for mail-order purposes to know, for example, the relative values of different positions, both on the page and in the magazine, the effect of continued insertions, the value of the key, and the use of coupons.

Position.—Tests have been made by university psychologists to discover where, in a periodical or newspaper, the attention value was the highest. Given a double-page spread, it has been determined that the top of the right-hand outside corner of the right-hand page is the spot likely to receive the most attention. The majority of persons are thought to hold a magazine or other publications in the left hand, thumbing the pages with the right hand, a habit which brings the right-hand pages to the attention of the eye more quickly than the left-hand pages. A further reason is that the eye travels from left to right, and is more likely to stop on the upper right-hand corner before the page is turned.

Mail-order advertisers ordinarily specify space for their advertising in publications as follows: next to reading matter, top of column, right-hand page, outside. Many publications charge preferred-position rates for advertisements in such spaces. Others attempt to give each advertiser what is specified with the order. Since, however, every advertiser cannot be at the top of the column on the right-hand page, the publisher often finds it necessary to give the larger advertiser the space he desires, placing the next largest advertiser beneath, and the advertiser using ½-in., or 1-in. single column finds himself at the bottom of the page on the left-hand side.

The publisher considers himself justified in following out this practice; inasmuch as he is a seller of space, he is entitled to give the best service to the largest advertiser.

Cumulative Value.—As far as mail-order copy is concerned, it seems to be the rule that the first insertion is by far the most prof-

itable. W. A. Shryer, in "Analytical Advertising," declares that:

The first insertion of a tried piece of copy in a new medium will pay better, in every way, than any subsequent insertion of the same copy in the same magazine.

The reappearance of the same piece of copy in the same magazine will pay less in direct proportion to the number of times it runs consecutively.

By inserting a certain piece of copy in a certain magazine, and skipping every subsequent issue until the first (or any insertion) pays out, it is possible to use certain publications that would mean almost dead loss if used consecutively.

Changing copy and running consecutively will not prove any more profitable than running the same copy consecutively, if each change is equally strong copy.

The first piece of copy in any publication will, per dollar spent, produce more business than any piece of copy ever run in that publication.

The longer any copy is run in any publication the more it costs to run it and the less results it pulls.

The truth of these statements was worked out very carefully by keying advertisements in a large number of periodicals and analyzing returns. In one campaign to secure magazine subscriptions, the average cost per subscriber from the first insertion in all media used was 85 cents. Average cost for a second insertion was $1.91. The third insertion was tried only twice. An increase in the size of the second insertion failed to bring as many subscribers as the first insertion with half the space.

Mail-order advertising differs fundamentally from general advertising, in that results are directly traceable by keying returns.

Keying Returns.—The mail-order seller desires to know:

1. Which piece of literature or which publication is bringing in the largest number of inquiries or returns.

2. Which type of copy is getting the largest number of answers.

3. Which type of arrangement or position on the page of a publication is most advantageous in actual use.

The method of identifying the returns from various insertions and from many publications is called "keying the returns," and may be done in one of several ways.

1. The address or street number may be changed on each advertisement. For example, if the same advertisement is to go in ten publications and the actual street address is 471 Sixth Avenue, the advertiser will use the following numbers in the ten publications: 472, 473, 474, 475, 476, etc., until each publication has been given a number. The local postman, who delivers the returns, is sufficiently acquainted with his route so that, regardless of how far from correct the actual number may be, the order will be delivered.

2. The second method of keying returns is to continue the same street address in the advertisement, but to add a desk or department number, according to the publication. For example, if the insertion were in *Popular Mechanics*, the street number would be kept 471 Sixth Avenue, but an additional department would be added to the address, titled "Department PM." This would be the key for *Popular Mechanics*. Similarly, the *Ladies Home Journal* would be "Department LHJ." Some advertisers prefer to give each publication a letter or a number. Department 33 might mean *The Farm Journal*, Department 17 *The Literary Digest*.

The same method of keying can be used for publications, coupons, return order blanks, or return cards. If a different type of copy or of appeal appears in the same publication month after month and the advertiser wishes to discover which month is bringing in the largest returns, he may continue the same street address for the publication and merely add a letter or two letters to designate the month in which the advertisement appeared.

In keying the follow-up system, Department 1 may be the original mailing, Department 2 the second follow-up, Department 3 the third follow-up, and so on. If figures are compiled showing returns from all advertising, and it is seen that more increase came to Department 4 than to any other department, then obviously the fourth mailing brought in the largest number of inquiries.

Size of Copy.—Experiments have been made with a view to determining the correct size of the space to be used. The factors to be considered are summed up as follows by Daniel Starch ("Principle of Advertising"):

1. How big an impression must be made to accomplish the aim sought?

231

A Kalamazoo Direct to You

$5.95 DOWN

Direct to-You From Manufacturers

Think of replacing your old range with one that meets your very heart's desire! Think of the saving in time, fuel and temper,—think of the convenience. Then think of getting this wonderful range direct from manufacturer, everything complete, for only $5.95 down, and then balance in easy-money payments.

Kalamazoo Stove Co.: We acknowledge receipt of the Pioneer Range we bought of you which arrived in first class condition. The range is up and doing its work and we have seen none in the East in price, beauty and economy of fuel. Mrs. Lawrence DeCourcy, Hudson Road, Stow, Mass.

Here's America's Greatest Range Value

W. S. Dewing "The Direct-to-You Man"

This is our popular Kalamazoo Emperor Range —the utmost in quality regardless of price. You've always wanted a range like this, and now you can have it. It's everything you would ask for,—beautiful in design, handsomely appointed to the smallest detail, and expertly constructed for years of hard service. Burns any fuel,—wood, soft or hard coal, coke, etc. Heavy cast iron construction. Built with new style concealed smoke pipe behind splasher back. Equipped with oven thermometer. Square oven (note size below). Nickel parts triple plated.

Let Me Send You This Range On 30 Days' Trial

Simply attach your check or money order to your letter—mention size range wanted—and I will ship your range on trial. Try it in your own kitchen for thirty days. Cook and bake on it. Give it every possible test. Compare it, point by point with any other, regardless of price for Beauty, quality and general all-around dependability. Then if you're not satisfied, ship it back and I'll refund your money including transportation charges. Isn't that fair enough?

You Do Not Risk a Penny

We assume every responsibility. The range must make good with you or we take it back without question. You decide. Could anyone but a manufacturer make such a liberal offer and back it up with an iron-clad guarantee?

Order Direct From This Page!

Or write for our Big Bargain Catalog. Take advantage of this money-saving offer now. Get a REAL range, and know the satisfaction, the comfort and convenience it will bring you.

Remember, we are quoting rock-bottom, factory-to-you wholesale prices—positively the lowest anyone can quote. Figure it out for yourself: No matter where you buy your range, someone orders from the factory and makes a profit on the transaction. Why not deal with the factory yourself, and save money? You are protected by a $100,000 Bank Bond Guarantee. You get 30 days' home trial test on your order, and you can have your money back promptly if you are not satisfied. Order from Kalamazoo in full confidence, knowing that you will get a quality range and the squarest kind of a square deal.

Here are the specifications of the range pictured above: Oven measurements, 15 x 15 x 15 for two smallest sizes, and 20 x 20 x 15 for two largest sizes. Top measures 27 ins. wide by 45½ ins. long. Two largest sizes 47½ ins. long. Reservoir holds 26 qts. Fire box takes 21 inch wood. Shipping weight, 535 to 550 lbs. This range can be shipped about 400 miles from Kalamazoo for about $3.50.

Order No. Member	Number of holes and Size	Price, Cash or Time	Local agts' for a limited time
R484	6-8 in.	Cash $63.95	Credit $69.45
R485	6-8 in.	63.25	68.85
R486	6-8 in.	71.95	77.95
R487	6-8 in.	65.45	71.95

In ordering from this page simply enclose post office or express money order or your bank check for $5.95 with your order, stating size range you want and we will ship same day order now or later, to save to you $10 to $15.

$10 Brings You a Kalamazoo Furnace On Our Easy Payment Plan.

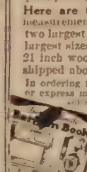
Big bargains in Kalamazoo Furnaces. Pipe or pipeless installation. Fit any cellar and heat any house, large or small. Handy and quick to install. Burn any fuel. Our warm air heating engineers will gladly cooperate with you in securing the right size and type of furnace to properly heat your home. Ask for catalog and full or talk.

Save ⅓ to ½

On your furnace and get the finest quality in furnaces at low prices. Our furnaces bring to your home warm air heat at a cost to pay for itself in a few years' time in coal saved. Your credit is good with Kalamazoo.

"Saved $75"

I can truthfully say that I saved about $75 on my Kalamazoo Furnace. My friends were surprised at the way it heats the house and the small amount of coal used. JOHN STRAUB, Easton, Pa.



Bargain Book FREE

Every home should have a copy of this great money-saving book. Sensational bargains on every page. More than 200 styles and sizes of stoves, ranges, furnaces and other home furnishings are shown in this big book. Get our prices on stoves and ranges before you buy. Our catalog will be sent free upon request. Write for your copy today

W. S. DEWING, *"The Direct-to-You Man"*

KALAMAZOO STOVE COMPANY

163 Rochester Ave., Kalamazoo, Mich.

Kalamazoo Stove Co.
163 Rochester Ave., Kalamazoo, Mich.

Please send me your "Factory to Family Bargain Book." I am interested in Stoves ( ), Ranges ( ), Furnaces ( ).

* * *

Also get our prices on Kalamazoo Kitchen Cabinets, Metal Beds, Mattresses, Aluminum Ware, Sewing Machines, Washing Machines, Paints and other Home Sold Utilities.

Name .....

Address .....

.....

FIG. 130.—The price, $5.95, was printed in red, and the advertisement occupied a full page—to draw the attenion of prospective buyers.

2. How much is it necessary to say?

3. The nature of the article—automobiles and thumbtacks may require different space.

4. The extent of the possible market.

5. The newness of the commodity. A product may perhaps be introduced most effectively by using larger space at first and smaller space later.

6. The seasons of the year. Large space may be desirable during the active season.

Elliott Nursery Seeds
The returns from your garden in pleasure and profit depend upon your knowledge of gardening. With this thought in mind we have prepared our
1921 Seed Catalogue
It is a complete and practical guide for the amateur and professional gardener, telling exactly which varieties to choose for your particular purpose and answering all questions which are likely to arise during the seasons and which so baffle the average person.
This is your opportunity to own a copy. Do not neglect it, but write for one now. Ask for Free Seed Catalogue.
Plants and Shrubs
The growing of Hardy Plants has been a specialty with us for over thirty years and our catalogue of Peonies, Phloxes, Delphinium, all varieties of Perennials and Shrubs is the most comprehensive issued. It is now ready for 1921, and will be sent free on request.
Ask for Plant and Shrub Catalogue
ELLIOTT NURSERY
339 Fourth Avenue Pittsburgh, Pa.

Fig. 131.—The Elliott Nursery has found that small copy, carefully placed, brings in the requests for catalogs—and the catalogs do the actual selling.

7. The number of mediums. If it is necessary to use a large number the smaller units must be used.

8. The size of the space used by competitors.

If the attention of the reader must be secured, than it will probably be necessary to use a large amount of space. Figure 130 illustrates the full-page advertisement of the Kalamazoo Stove Company. The price is printed in red in the upper right-hand corner, where it must draw the attention of the reader. The large illustration shows the prospect exactly how the stove

looks. In case the sale is not made immediately, it is attempted to secure an inquiry.

The Elliott Nursery finds it more profitable to advertise in comparatively few publications, using an advertisement as illustrated in Fig. 131.

The Wm. Campbell Company, of Detroit, Mich., selling an automatic fireless cooker, has advertised widely, and has tried

"Come Out of the Kitchen"
THIS COOKER DOES ITS OWN WATCHING
Wm. Campbell
The Original Fireless Cooker Man
Automatic Rapid Electric Cooker
All you need to do is prepare the food, put it in the cooker and turn on the switch. The Automatic Rapid Electric (a fireless cooker which attaches to any electric light socket—no special wiring) does the rest—cooks, boils, broils, bakes, fries, roasts and toasts at a cost so low it will amaze you.
Means Freedom from Kitchen Drudgery
It makes you independent of hired help, saves countless steps and hours of time for other household duties or for recreation. No standing over the stove waiting for the meal to cook. No "pot watching". No clocks to set, dials to regulate, thermometers to watch, nor dises to beat. The Automatic Rapid Electric does it all and cooks everything just right.
A FUEL SAVER TOO
The Rapid uses electricity only to bring the food to the cooking point. This takes only ⅓ to ½ of the full cooking time. It then automatically shuts itself off and the fireless cooker principle "finishes the cooking". Guaranteed Wear-Ever aluminum utensils are furnished with it. Aluminum lined throughout—will not rust or corrode.
Get My Special Factory Price and 30-Day Trial Offer
Try the Automatic Rapid Electric at my risk for thirty days. Use it to prepare every meal. Then take the vote of the family and if you or your family cannot honestly say that you never had more delicious, better cooked meals send it right back and I will at once refund your money.
FREE Home Science Book — Write today for this guide to easier, cheaper, better cooking. Gives complete directions and recipes—all details of construction and new low factory prices. Just say, Send me your Free Home Science Book. A post card will bring it to you. Drop us one today.
Wm. Campbell Co., Dept. 796, Detroit, Mich.
Canadian Address: Georgetown, Ontario
FREE MENU INDEX
A new device shows instantly what to serve with various meats to give proper balanced values as determined by Home Economic experts. Send FREE.
What It Will Do
Roasts all kinds of meats, fowls and fish.
Cooks all vegetables.
Does all baking.
A boiled ham uses electricity 30 to 35 minutes. Vegetables, 8 to 12 minutes.
Fries — Toasts — Stews. Makes Coffee, Boils Tea Kettle. No other stove needed.
Also complete, ready to use when you receive it.

FIG. 132.—A medium sized mail-order advertisement—neither dominating nor dominated. Note that the price is conspicuous by its absence.

out different sizes. As a rule, it employs an advertisement similar to that shown in Fig. 132. There is always an illustration of the cooker, a photograph of the manufacturer, and a 30-day trial offer.

Many mail-order sellers find the small advertisement to be the most effective, and this is particularly true when the nature of the commodity advertised is such that the reader will look for it. W. A. Shryer, in advertising the American Collection Service, found

the classified advertisement brought the largest number of returns. In many cases, a 5-line advertisement in the classified column brought in more profits than 56 lines of display in the same publication. He says: "Classified has not only paid better, dollar for dollar, than any other form of advertising, but has actually pulled a great deal more in some publications than any size of display used in them." He thinks a half page is the limit for profitable returns.

It has sometimes been found profitable, where several items are to be sold, to advertise them separately in the same periodical on different pages rather than combine them in one advertisement. While results for no two products or pieces of copy would be the same, the records kept by Shryer for different sizes of space used by him in advertising the American Collection Service are instructive.

Size of copy	Number of publications	Number of insertions	Inquiries	Advertising cost	Cash returns
Classified	66	721	13,374	$4,441.59	$20,222.27
7-line display	50	84	911	484.80	921.15
16-line display	55	126	3,643	2,549.33	5,476.78
20-line display	12	12	127	185.48	114.00
36-line "blind"	15	18	1,078	486.78	827.72
56-line display	42	99	2,766	2,109.92	3,730.65
Half-page magazine	21	60	2,458	2,246.17	6,095.75
Full-page magazine	18	69	4,296	4,774.45	10,772.11

By keeping careful records such as the above, every advertiser can determine which advertising sizes should be employed in order to obtain the largest number of orders.

Coupons.—Coupons are to the advertisement what the order blank is to the catalog, and the return card to the literature which has been mailed direct. It is designed to make the prospect take action.

In its main aspects it is like the return card. It makes it as simple as possible for the prospect to sign his name, and, when well prepared, helps to make the sale. Sufficient room should be allowed for writing or for printing the full name, address, and post office address of the buyer. In some cases, advertisers have used nearly all their space in presenting the sales message. Cramped

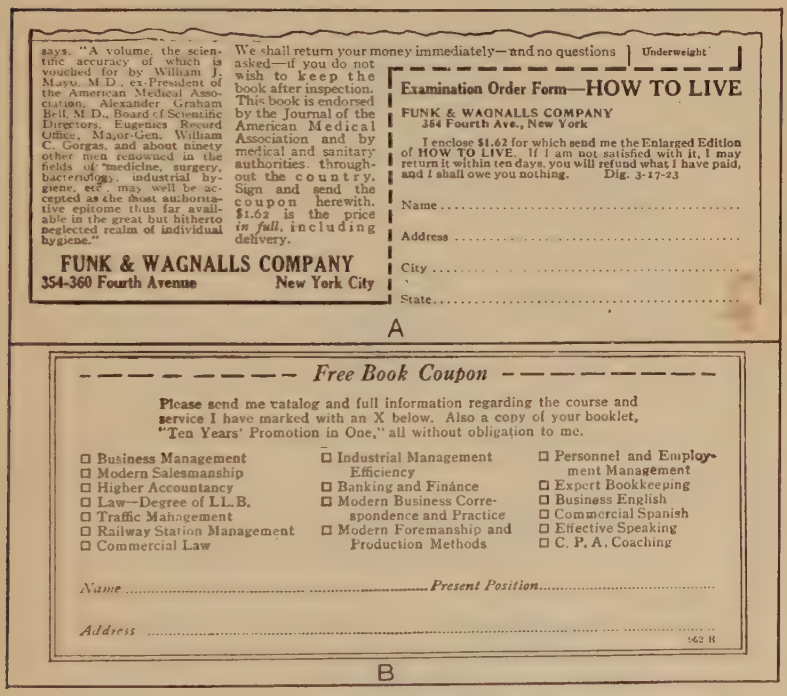

says. "A volume, the scientific accuracy of which is vouched for by William J. Mayo, M.D., ex-President of the American Medical Association, Alexander Graham Bell, M.D., Board of Scientific Directors, Eugenics Record Office, Major-Gen. William C. Gorgas, and about ninety other men renowned in the fields of medicine, surgery, bacteriology, industrial hygiene, etc., may well be accepted as the most authoritative epitome thus far available in the great but hitherto neglected realm of individual hygiene."
FUNK & WAGNALLS COMPANY
354-360 Fourth Avenue New York City
We shall return your money immediately—and no questions asked—if you do not wish to keep the book after inspection. This book is endorsed by the Journal of the American Medical Association and by medical and sanitary authorities throughout the country. Sign and send the coupon herewith. $1.62 is the price in full, including delivery.
Underweight
Examination Order Form—HOW TO LIVE
FUNK & WAGNALLS COMPANY
354 Fourth Ave., New York
I enclose $1.62 for which send me the Enlarged Edition of HOW TO LIVE. If I am not satisfied with it, I may return it within ten days, you will refund what I have paid, and I shall owe you nothing. Dig. 3-17-23
Name
Address
City
State
A
Free Book Coupon
Please send me catalog and full information regarding the course and service I have marked with an X below. Also a copy of your booklet, "Ten Years' Promotion in One," all without obligation to me.
Business Management
Modern Salesmanship
Higher Accountancy
Law—Degree of LL.B.
Traffic Management
Railway Station Management
Commercial Law
Industrial Management Efficiency
Banking and Finance
Modern Business Correspondence and Practice
Modern Foremanship and Production Methods
Personnel and Employment Management
Expert Bookkeeping
Business English
Commercial Spanish
Effective Speaking
C. P. A. Coaching
Name Present Position
Address
562 R
B

Fig. 133.—Coupons, coupons, coupons! Who'll sign the coupons?

in a corner, they have attempted to insert a coupon. The prospective purchaser finds so little room available for the signing of his name that the sale does not go through.

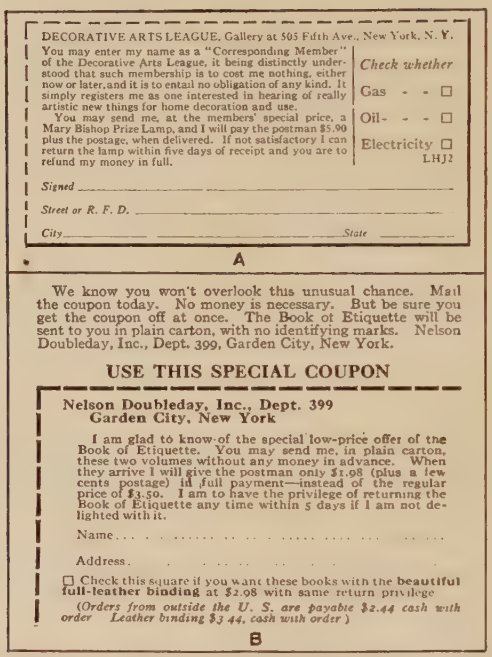
Figures 133 and 134 shows a variety of coupons which have proved successful in selling by mail through periodicals. Figure 133*a* is a stereotyped form distinguished, however, by the fact that there is no line between the coupon and the bottom of the

page. The prospective customer may use the white paper margin of the publication as part of the coupon.

Figure 133*b* shows how the coupon is used to make it easy for the inquirer to state which booklet he desires.

Figure 134*a* uses the coupon to help close the sale.

Figure 134*b* is very skilfully drawn up. In both Figs. 134*a* and *b*, the purchase requires no money. The coupon is signed and the product paid for C.O.D. upon arrival.



DECORATIVE ARTS LEAGUE, Gallery at 505 Fifth Ave., New York, N. Y.

You may enter my name as a "Corresponding Member" of the Decorative Arts League, it being distinctly understood that such membership is to cost me nothing, either now or later, and it is to entail no obligation of any kind. It simply registers me as one interested in hearing of really artistic new things for home decoration and use.

You may send me, at the members' special price, a Mary Bishop Prize Lamp, and I will pay the postman $5.90 plus the postage, when delivered. If not satisfactory I can return the lamp within five days of receipt and you are to refund my money in full.

Check whether

Gas - - ☐

Oil - - ☐

Electricity ☐

LHJ2

Signed _____

Street or R. F. D. _____

City _____ *State* _____

A

We know you won't overlook this unusual chance. Mail the coupon today. No money is necessary. But be sure you get the coupon off at once. The Book of Etiquette will be sent to you in plain carton, with no identifying marks. Nelson Doubleday, Inc., Dept. 399, Garden City, New York.

USE THIS SPECIAL COUPON

Nelson Doubleday, Inc., Dept. 399
Garden City, New York

I am glad to know of the special low-price offer of the Book of Etiquette. You may send me, in plain carton, these two volumes without any money in advance. When they arrive I will give the postman only $1.98 (plus a few cents postage) in full payment—instead of the regular price of $3.50. I am to have the privilege of returning the Book of Etiquette any time within 5 days if I am not delighted with it.

Name . . . . . .

Address . . . . . .

☐ Check this square if you want these books with the **beautiful full-leather binding** at $2.98 with same return privilege

(Orders from outside the U. S. are payable $2.44 cash with order Leather binding $3 44, cash with order)

B

FIG. 134.—The wording of the coupon should be aimed to "re-sell" the prospect just at the time he is hesitating with his pen.

Coupons are ordinarily keyed so that their efficacy may be measured. Figure 133*a* is keyed "Dig. 3—17—13," "Coupon C LHJ2," and Fig. 134*b* is addressed to Department 399.

The postal regulations prohibit the use of a coupon larger than one-quarter the size of the page, whether it is in a house organ, publication of another kind, or second-class matter. Accord-

ingly, it is not legal to use a full-page advertisement in a publication with the words "Tear Out and Mail This Page."

This Map Shows Location of
every county agent, farm bureau
and experiment station.
Free
WE have prepared a map which shows in colors the location of every County, State and Federal Bureau to whom the farmer can refer his problems.
Write your name and address at the bottom of this page, tear out the coupon and mail it to us and we will send you a free copy of this large map, carefully wrapped in a mailing tube.
For over twenty years the soil and crop service of the German Kali Works has cooperated with the County Agents of the United States in careful, thorough analytical research. The good work generated during the past two decades is being continued and expanded under the guidance of the Potash Importing Corporation of America, who, since May 1st, has taken over the importation of Genuine German Potash Salts in the United States.
We are always glad to cooperate with County Agents, Agricultural Stations and Colleges in scientific experimentation.
Consult us when you need assistance or guidance on soil or crop problems.
Potash Importing Corporation of America
81 Fulton Street, New York City
Potash Importing Corporation of America
81 Fulton Street, New York City
Gentlemen:
I would be glad to receive, free of charge, a copy of this large map showing the location of every County Agent, Farm Bureau and Experiment Station. I have written my name in the margin below.

FIG. 135.—Where there is room, some advertisers ask the prospect to sign his name on the white margin of the periodical, and thus conserve coupon space.

Figure 135 illustrates a form of coupon where the name and address are to be written in the margin below.

CHAPTER XXVII

ADVERTISING FOR THE MAILING LIST

The use of advertising in building a mailing list is not new or novel. An examination of any current newspaper or magazine will show that many concerns, large and small, are following this plan. Some of the most astute mail-order merchandisers will not buy names, preferring to rely upon the "returns" from advertising to furnish a list of prospects. A single periodical may carry a full-page advertisement of a well-known mail-order concern and 50 other mail-order advertisements, varying in size and appeal from a full page signed by a famous correspondence school down to a ½-inch space over the signature of an unknown concern in southern Illinois.

There are a number of variations in the opportunities offered for building a mailing list by advertising. It is possible to advertise generally to obtain a mailing list for an article or articles of general appeal; to advertise to a small audience to obtain a selected mailing list; and, to advertise generally to obtain a highly specialized list. The aim of the advertiser may be to make a permanent list, or he may merely desire to secure inquiries for follow-up purposes.

Advertising Generally for Common Articles.—A better understanding of the methods of advertising for lists may be gained by citation of examples. A jewelry manufacturer, specializing on cheaper lines, desired to conduct a mail-order campaign and to secure orders from an illustrated 32-page catalog. The market was broad, almost everyone being likely to have immediate or subsequent need for some article in the catalog. The line included such items as rings, watch chains, watches, and fountain pens. While a broadcast mailing of the catalog to any list of names would be productive of some immediate orders, with the certainty that other orders would be scattered over the course of the year, the manufacturer determined, by testing out

FREE 1923 ATLAS

With Maps of New Europe

To the readers of *The Literary Digest* who *take advantage of this offer* now made in connection with

Webster's New International Dictionary

The Only Grand Prize Highest Award given to dictionaries at the Panama-Pacific International Exposition was granted to Webster's New International and the Merriam Series for superiority of educational merit.

Words of Recent Interest

rotogravure, Flag Day, vitamin, fourth dimension, shidfin, Fascista, realtor, overhead, soviet, Blue Cross, camp-fire girl, Esthonia, Devil Dog, broadcast. [illegible] from the Great War

"To have this work in the home is like sending the whole family to college"

The only dictionary with the New Divided Page, characterized as "A Stroke of Genius"

"The Supreme Authority"

The *Merriam* Webster—

A Complete Reference Library in Dictionary Form—with nearly 3,000 pages, and type matter equivalent to a **15-Volume Encyclopedia,** all in **a single volume,** India-Paper Edition in Rich, Full Red Leather or Government Test Tan Buckram Binding, also Regular Edition in strong Red Fabrikoid, can now be secured by readers of *The Literary Digest* on the following remarkably easy terms:

The entire work (with complete 1923 Atlas)

DELIVERED FOR $1.00

and easy monthly payments thereafter (in United States and Canada)

on SUPERIOR INDIA PAPER

REDUCED ABOUT ONE-HALF

In Thickness and Weight

India Paper Edition

Printed on *thin, opaque, strong,* superior India Paper. It has an excellent printing surface, resulting in remarkably clear impressions of type and illustrations. What a satisfaction to own the *new Merriam Webster* in a form so light and so convenient to use! This edition is only about *one-half* the thickness and weight of the regular editions. Size 12⅞ in. x 9¾ in. x 2¾ in. *Weight* 8¼ lbs.

Regular-Paper Edition

Printed on strong book paper of the highest quality. Size 13⅛ in. x 9⅝ in. x 5½ in. Weight 16½ lbs.

Both Editions are printed from the same plates and indexed.

Over 407,000 Vocabulary Terms, and in addition, ***12,000 Biographical Names,*** nearly ***32,000 Geographical Subjects,*** besides thousands of other References. Nearly ***3,000 Pages. Over 6,000 Illustrations.***

THE ATLAS

Is the **1923** "New Reference Atlas of the World," containing **148** pages, with **96** pages of maps beautifully printed in colors, including changes brought about by the World War, New Census figures, Parcel-Post Guide, etc., all handsomely bound in red cloth, size 9⅝ x 12½.

To those who mail this Coupon at once!

G. & C. MERRIAM CO. Home Office Department S **Springfield, Mass.**

(Publishers of Genuine-Webster Dictionaries for over 73 years)

[illegible] a copy of "Dictionary Wrinkles" containing an [illegible] also "The [illegible] Test," and [illegible] Catalog. I [illegible] terms of your [illegible] *Literary Digest* reader.

Name [illegible]

Address [illegible]

FIG. 136.—Advertising to build a mailing list is an important part of mail-order selling. "Get the inquiry first" is the slogan upon which this advertisement was undoubtedly built.

both methods, that it was more profitable to build up a list through advertising than to use purchased lists.

Figure 136 shows how the G. & C. Merriam Company advertises to secure inquiries from prospects for Webster's "New International Dictionary." There is no possibility of a repeat sale for a considerable number of years, and there is no compilation of names of those who are without dictionaries or who possess only out-of-date varieties or inferior productions.

Advertising for a Technical Mailing List.—Even where specialized lists may be obtained, as is frequently possible for technical products, it may be desirable to advertise for the names of those particularly interested. Figure 137 shows an advertisement inserted in a trade journal read by power-plant engineers. While a list of all power-plant engineers only totals about 90,000, and can readily be purchased, only a small percentage had had sufficient trouble with their brick to be in a properly receptive mood to be sold a testing furnace.

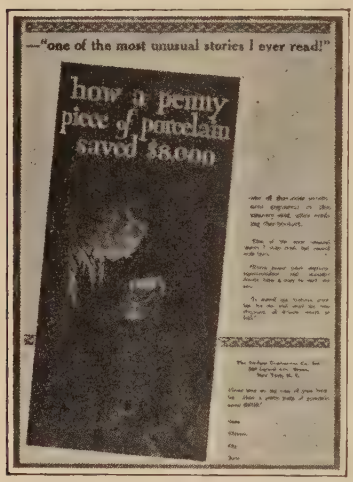


FIG. 137.—To sift out from 90,000 power-plant engineers just those who had suffered from fire-brick trouble, this advertisement was used; and the booklet was sent only upon inquiry.

The copy in the advertisement was worded as to eliminate inquiries from those readers who had not had trouble with fire brick. The answers received, therefore, were sure to be from interested prospects. In addition to the booklet mentioned in the advertisement, a follow-up campaign was prepared, and a satisfactory percentage of sales secured.

The Specialized List.—It may be desired to obtain a list of people who would be logical prospects for a certain product. Often such a list does not exist, and the only way to build one is by advertising. The problem, then, is to eliminate, from a list of the general public, the names of everyone who would not be interested in the product.

Spring Will Bring the Birds
A DODSON HOUSE
Will Attract and Keep Them.
But, Important—Erect Them
Now So They May Weather.
Free Bird Book—Sent on Request
Joseph H. Dodson

FIG. 138.—"Who buys bird-houses?" is the question to which this copy seeks the answer. The mailing list built by this advertisement and similar ones is invaluable to Joseph H. Dodson

Figure 138 shows an advertisement designed to build up a mailing list of people who are bird lovers, and, therefore, interested in bird houses. The atmosphere of the advertisement is carefully carried out by the illustrations.

Makes the Deaf Hear

New Invention Aids Thousands

Here's good news for all who suffer from deafness. The Dictograph Products Corporation announces the perfection of a remarkable device which has enabled thousands of deaf persons to hear as well as ever. The makers of this wonderful device say it is too much to expect you to believe this, so they are going to give you a chance to try it at home. They offer to send it by prepaid parcel post on a ten-day free trial. They do not sent it C.O.D. —they require no deposit—there is no obligation. They send it entirely at their own expense and risk. They are making this extraordinary offer well knowing that the magic of this little instrument will so amaze and delight the user that the chances of its being returned are very slight. Thousands have already accepted this offer and report most gratifying results. There's no longer any need that you should endure the mental and physical strain which comes from a constant effort to hear. Now you can mingle with your friends without that feeling of sensitiveness from which all deaf persons suffer. Now you can take your place in the social and business world to which your talents entitle you and from which your affliction has, in a measure, excluded you. Just send your name and address to the Dictograph Products Corporation, 1302 Candler Bldg., 220 W. 42nd St., New York, for descriptive literature and request blank.

FIG. 139.—Advertisement inserted in popular periodicals to build mailing list of deaf persons to whom a device for improving the hearing may be sold by mail.

In Fig. 139 a general advertisement is used to build up a mailing list of deaf people. All persons not deaf are immediately elim-

inated, and inquiries are received only from those in need of an appliance which will make them hear better. It is important in all such advertising that the headline should convey the message which will serve to eliminate inquiries from those not interested.

The Single Idea.—Many attempts to secure a mailing list through advertising fail because of the inability of the management to perceive the value of the results. It is often considered a waste of money to advertise unless the name of the company, a picture of the product, the slogan, or some other distinguishing feature appears. It is thought inefficient to build the entire advertising around a mere appeal to the reader to send for "Booklet A." There is a natural belief that, if it is necessary to use periodicals, it is best to use them to describe the goods.

Furthermore, when the returns are received, they are ordinarily less impressive than the hopes of the advertisers have led them to expect. It is not realized that most successful advertisements do not accomplish more than one result at a time. That is, one advertisement is rarely efficient in securing inquiries, building prestige, or creating desire at one and the same time.

The most successful advertisements are built logically around a single idea. If it is intended to create a desire for the goods, then the copy must be written and the illustrations planned with this one end in view. But if the purpose is to procure an inquiry from an interested reader, then the whole advertisement must be devoted to this end.

For example, the advertisement of the National Cloak and Suit Company (shown in Fig. 140) is designed solely to secure distribution for its catalog. The copy is based on the appeal that it is not necessary to live in New York to possess the New York styles, but they can be secured by buying from the "National Style Book." The illustration, which occupies a third and more of the space, is aimed to carry out this idea. No prices are mentioned beyond the general range for various garments.

Figure 141 illustrates a group of advertisements designed to build a mailing list rather than to sell the products without further sales effort.

Figure 142 aims to sell a set of furniture, and incidentally to secure catalog distribution. The detailed illustrations are noteworthy.

Style Specialists since 1888
Why not buy your clothes in the Home of Fashion?
YOU do not need to come to New York to get and to know what New York is wearing.
You do not need to come to New York to buy the styles New York's best dressed women wear.
We have been Style Specialists for thirty-five years. Our experts are all in New York and [illegible] No new style escapes our attention. No width style is overlooked in making our selections for you.
Your "National" Style Book Shows the Season's Best Styles
Why not wear "National" Styles—the selected best of all New York's styles? Why not buy your clothes where every garment is made of serviceable, proven material? We say proven material, because we take no one's word on fabric quality. Our own chemist and textile expert analyzes and tests and proves every material worthy.
proved by chemical test. When we say "all silk"—we mean
"National" Garments
Let the "National" Style Book be your shopping guide.
to $598. There is everything in wearing apparel for
men, women and child, all priced at a saving and sold
under our guarantee "Your money back if you want it."
The "National" has two houses located to serve you
quickly—one in New York, one in Kansas City—twin
homes of the "National," providing you with the same
selected New York styles at the same money saving prices
—
National Cloak & Suit Co.,
New York City
Kansas City, Mo.

FIG. 140.—The sole purpose of this advertisement inserted in magazines is to secure distribution for the general catalog. No attempt is made to sell the two models of coats illustrated.

FIG. 141.—All of these advertisements are attempts to build a mailing list of prospects by soliciting inquiries, through various kinds of offers.

FREE
7 Pieces—Genuine Cut Glass
As an extra special offer to those who HURRY their order for the handsome 6-Piece Fumed Oak Set which we are offering below on such an amazing, slashed price offer, we shall include, absolutely free, this entire 7-piece set of GENUINE CUT GLASS. Pitcher of 2-qt. capacity and 6 tumblers of 9-oz. capacity. Each piece is pure, sparkingly clear, thin and dainty; hand cut decorations consisting of large floral design with appropriate foliage. A useful set for water, lemonade or other home beverage; a handsome display among your other glassware. Given FREE on this offer. But remember, this offer is entirely special. Our prices are figured at rock bottom. A limited number of these Genuine Cut Glass Sets are free just to get new customers. Act now while this offer lasts. Read our offer below now—and act today.
Genuine Cut Glass Set FREE!
A Room Full of Furniture
6 Pieces
7-Piece Genuine Cut Glass Set FREE.
$1.00 Down
New Set with Solid Comfort Morris Rocker
Only $1.00 with the coupon brings you this positively sensational furniture bargain on 30 days trial. This splendid 6-piece set of furniture—fumed solid oak throughout—including a wonderfully luxurious and comfortable reclining Morris rocker with disappearing foot-rest and adjustable back—at a slashed price that is positively sensational when you consider the value, the usefulness, and supreme comfort of this set. A few months ago a set like this would have cost you $50.00. But now, on a special factory purchase, we can slash the price on this complete set to only $36.80—and in easy payments of only $3.25 a month! Get this special price, special terms and special comfort. Seize this opportunity on our special offer—we take all the risk. Don't delay. And special now—7 piece set of Genuine Cut Glass with hand cut decorations, FREE, if you send at once.
30 Days Trial—$3.25 a Month!
Fumed Solid Oak
This superb 6-piece set is made of selected solid oak throughout, finished in the rich, massive, brown fumed oak. Every piece is solidly constructed and handsomely designed. Upholstered in the best imitation of genuine Spanish leather known. The upholstering is of a rich brown color, and will give you the best possible service.
Morris Rocker has the real comfort-giving features of the Morris chair and couch as well as the additional advantages of a rocker. The back is adjustable to 6 positions, affording great comfort and luxury. Foot rest can be extended or hidden entirely under seat. Height of seat 18 inches; width of back 17 inches; height of back from seat 31 inches; arms 6 inches wide.
Arm Chair is a roomy, dignified piece of furniture, comfortable and big enough for a very large person while not wasting too large for the ordinary size person. Size of seat 19½ in. Height 36 in.
Arm Rocker is a massive, stylish, comfortable piece with beautifully designed back and arms. Has cane seat, cushion, upholstered to match set below. Large size of block stock. Massive, dignified. Top measures 18½ x 34 inches.
Library Table—a beautiful piece of library furniture. Has beautifully designed ends to match the chairs, with roomy magazine shelf below. Large size of block stock. Massive, dignified. Top measures 18½ x 34 inches.
Reception Chair has beautiful shape to match the other pieces. Seat measures 17 x 17 inches. Height 36 in. when.
Jardiniere Stand matches other pieces. A decoration to your home when not in library. Carefully built throughout. Measures 17½ inches square at the top. Height 30 inches.
Shipping Weight. All pieces are strongly crated. Very easy to set up. Forms to freight classes. Weight about 180 pounds.
7 Pieces, Genuine Cut Glass FREE
Order by No. B7720A. $1.00 with coupon. $3.25 a month, price $36.80.
When you get this magnificent 6-piece library set, put it to your living room or library and use it freely for 30 days. Before you pay another penny examine it thoroughly. Note the massive solid construction, the beautiful fumed oak finish—the fine upholstery and graceful lines which lend character to all the pieces. Enjoy the solid comfort and rest that only a Morris rocker will give, with foot-rest and adjustable back extended, affording every possible comfort of a couch. Convince yourself that this beautiful set will make your home brighter, more beautiful and more luxurious. Compare it with anything you can buy locally at anywhere near the same price—even for spot cash. Then if not satisfied for any reason and convinced that it is a stupendous bargain—if you alone to judge—return the set, at our expense and we will refund your $1.00 at once, plus any freight charges you paid.
If you decide to keep the set, start paying only $3.25 a month until you have paid $36.80—payments so low and so convenient that you will scarcely feel them while you enjoy the product ownership of so many. Secure a set of furniture including a luxurious and unusually comfortable full reclining Morris rocker with disappearing foot-rest. A full year to pay—at the rate of only a few cents a day, less than one fifteenth a day every day for 12 full months. This wonderful value is not listed at our regular catalog. We have only a limited number of sets which we reserve for this extraordinary offer to new customers. We send our complete catalog when we ship the set. We trust honest people anywhere at $1.00. One price. Cash or credit. No discount for cash, nothing extra for credit. Send C. O. D.
Cut Price
Don't delay. Just send $1.00 along with the coupon. If you don't find this the biggest bargain you ever saw, we will refund your dollar, plus all freight charges you paid. Remember this is a special, limited, reduced price offer. If you want a set of genuine cut glass FREE be sure to send at once. Send NOW
Free Bargain Catalog
Shows thousands of bargains in home furnishings: furniture, jewelry, carpets, rugs, curtains, silverware, phonographs, stoves, ranges, aluminum ware, pianos, sewing machines, etc. Sent free with or without order. Use the coupon.
Straus & Schram, Dept. 4776 Chicago
Enclosed find $1.00. Ship special advertised 6-piece Fumed Oak Library Set, with 7-piece genuine cut glass set FREE. I am to have 30 days free trial. If I keep the set I will pay you $3.25 monthly. If not satisfied, I am to return the set within 30 days and you are to refund my money and pay freight or express charges I paid.
☐ 6-Piece Library Set No. B7720A. $36.80
Name
Street, R. F. D. or Box No.
Shipping Point
Post Office State
If you want ONLY our free catalog of home furnishings
STRAUS & SCHRAM, Dept. 4776 Chicago, Ill.

FIG. 142.—Here is a double-purpose piece of copy. It sells a specific set of furniture and secures distribution for the general catalog.

Advertising Copy.—Figure 143 shows an advertisement arranged to build a mailing list of people to whom rebuilt typewriters may be sold. This copy appeared in a magazine with

GO INTO BUSINESS for Yourself
Establish and operate a New System Specialty Candy Factory" in your community. We furnish everything. Money-making opportunity unlimited. Either men or women. Big Candy Booklet Free. Write for it today. Don't put it off!
W. HILLYER RAGSDALE, Drawer 38 EAST ORANGE, N. J.
$500 AND 40 OTHER CASH PRIZES GIVEN AWAY!
30th ANNIVERSARY CONTEST
Get full particulars now. Win cash prizes being given free to introduce our big typewriter offer. No purchase, lottery, guessing, fees, or payments of any kind.
$3 down puts genuine rebuilt Standard Underwood in your home. Guaranteed five years. Ten days FREE. Easy monthly payments, little more than rental. Much less than factory price of brand new machine. Mail coupon now.
Typewriter Emporium
SHIPMAN-WARD MFG. CO.
B-206 Shipman Bldg., Ravenswood & Montrose Aves., Chicago
$3 DOWN
"The Rebuilders of UNDERWOOD"
Shipman-Ward Mfg. Co., B-206 Shipman Bldg., Ravenswood and Montrose Aves., Chicago
(Please mark with a cross)
Please send full particulars about your Thirtieth Anniversary Contest.
Also send me your beautiful Catalog and tell me how I can get a Shipman-Ward Underwood for $3 down. This does not obligate me to buy.
Name
Street or R. F. D.
Post Office State

Fig. 143.

© B & B 1922
Corns?
—just say
Blue-jay
to your druggist
Stops Pain Instantly
The simplest way to end a corn is Blue-jay. A touch stops the pain instantly. Then the corn loosens and comes out. Made in two forms—a colorless, clear liquid (one drop does it!) and in extra thin plasters. Use whichever form you prefer, plasters or the liquid—the action is the same. Safe, gentle. Made in a world-famed laboratory. Sold by all druggists.
Free: Write Bauer & Black, Chicago, Dept. 6, for valuable book, "Correct Care of the Feet."

Fig. 144.

Fig. 143.—A five inch, single column advertisement which, although the price is mentioned, makes no attempt in the coupon to secure a direct order. Its purpose is to build a list of prospects. The actual selling is done with literature.

Fig. 144.—A typical magazine advertisement in which the free booklet is offered as an adjunct to the general purpose, which is to create consumer demand through druggists.

over two million readers. It occupied only 5 in. of space, single-column width.

Just above this 5-in. insertion appears an advertisement which occupies the smallest space possible to buy in this magazine—½-in. single column. The manufacturer of a candy-making machine has concentrated an intelligent headline and 42 words of copy, including a "keyed" address and signature. The candy-making machine cannot be sold to stores or to merchants already established. It is for sale only to those with limited capital who desire to go into business for themselves.

The headline of the advertisement is designed to eliminate those not interested. "Go into Business for Yourself" is a title which will discourage inquiries from all but those who are searching for an opportunity. Among the two million readers of the magazine enough will read this headline to make the copy pay. Inquiries are closely followed, and all orders are closed by mail.

No attempt is made by either typewriter or candy-making machine advertisements to sell the product. The advertisement of the candy machine does not even state for what kind of candy the machine is designed, nor is there mention of price. The copy closes with "Big Candy Booklet Free. Write for it today. Do not put it off." Explicit information is omitted expressly to excite the curiosity of the reader.

Inquiries Incidental.—Figure 144 is a typical advertisement inserted by a well-known firm whose products are sold not through mail-order channels but through retail drug stores. Hidden away in small italic type at the bottom is the paragraph "*Free:* Write Bauer and Black, Chicago, Dept. 6, for valuable book, 'Correct Care of the Feet.'"

The object of the advertisement is to create demand for the product advertised, not to build a mailing list. The demand is intended to be filled by retailers. The mention of the booklet furnishes an opportunity to get in touch with those who suffer from corns or from bunions. Any names secured in this way are sent to local retailers.

The majority of advertisements in newspapers and in magazines, except the insertions of department stores and other local retailers, contain the afterthought, "Send for booklet."

The Headline.—Writing a headline for a mail-order advertisement and for a regular advertisement presents certain differences. In the mail-order advertisement the headline and

illustration are intended to appeal to a selective class of persons. It is hoped that others will pass the advertisement by, for casual inquiries or curiosity seekers are causes of direct loss to merchandisers by mail. The regular advertisement, on the other hand, is intended to interest as many people as possible.

It is seldom that an advertising man is equally successful at writing regular advertising for periodicals and mail-order advertising for periodicals. The headline serves to eliminate inquiries

Fashion Mail Order Catalog
THE FAMOUS OLIVER TYPEWRITER
Save $51
A $2,000,000 GUARANTEE
The Sales Policy Alone is Changed—Not the Machine

FIG. 145.—Three combination advertisements, each serving the double purpose of making direct sales and securing inquiries which can be followed up by mail.

from individuals not interested. For example, if a device used by housewives in the canning of fruit is to be sold, it is realized at once that not all housewives preserve fruit or vegetables for the winter. Many of them rely on canned goods. The headline should be designed to make an immediate appeal to those readers who can fruit. For example, the headline might read:

"How Many Peaches Will You Can This Year?"

"Canning Raspberries Is An Art."

"Home Canning Made Easier."

To get the attention of automobile owners, the headline which contains something about "Your Car" is highly successful. The primary thought in writing the headline to mail-order advertising is to appeal only to the interested class of prospects.

Combination Inquiry and Order Advertising.—A mail-order advertisement frequently attempts to sell direct and at the same time obtain inquiries where the article is such that it lends itself to description and illustration in the limited space usually purchased.

For example, in the advertisements shown in Fig. 145, the attempt is made to secure the order direct. The major endeavor, however, is to get the reader to send for the catalog. Experience has proved that the newspaper or magazine cannot ordinarily be used profitably for making direct sales. That is, the advertiser must rely upon some form of follow-up to make the final sale.

In the Oliver typewriter advertisement, the coupon carries two separate paragraphs. The first gives an opportunity to purchase direct, and the second supplies a place to mark a cross, which will bring a book on "The High Cost of Typewriters."

PART VII
MAIL-ORDER APPLICATIONS

catalog is the sole selling agency employed, and the company has absolute control over what enters the catalog. There is no opportunity for any salesman to take it upon himself to change the policies of the house, to make lower prices, or to institute any other changes that are annoying in the some fields of merchandising.

3. *Production Economies.*—The mail-order house has applied the methods of large-scale production to retail selling. Every modern labor-saving device is utilized to facilitate the storing and distribution of goods.

4. *Centralization of Functions.*—The executive personnel of the mail-order house is formed of high-grade specialists. Because of the scale on which operations are carried on, it is possible to employ the best talent in the country. Routine activities may be reduced to a system of great exactness.

5. *Merchandising Advantages.*—The large mail-order house is able to offer its customers definite advantages in the variety of merchandise, in the low prices quoted, in the freshness of its stock, etc.

6. *Cash Policy.*—By operating mainly on a cash basis, the mail-order house simplifies its accounting procedure and avoids bad debts. While it has been found necessary to sell articles of high unit value, such as pianos, farm machinery, and furniture on an instalment plan, the credit risks have been minimized by careful advance investigation and an energetic collection policy.

There are, of course, other advantages more or less dependent upon the individual mail-order house. Rapidity of turnover may be secured, provided the stock is standardized and items limited to those in demand by customers. There is an opportunity for obtaining the best managerial talent available.

Disadvantages.—The mail-order business is conducted in the face of many obstacles, arising almost entirely from the problem of creating values through copy and illustrations instead of by actual demonstration of the product. More specifically, these disadvantages are:

1. *Difficulty of Description.*—The problem of the mail-order house is to describe the odor of a perfume, which appeals to the sense of smell; the texture of a fabric, which must be seen or felt to be judged accurately; the taste of candy; and the qualities

of every other type of merchandise ordinarily sold in retail channels by an appeal to any one of the five senses. Further, this description must be made in a limited amount of space and at a minimum of expense.

2. *Lack of Contact with Customers.*—One of the strongest holds of the retail merchant is the personal contact with the customer. The mail-order house must rely on its catalog for this purpose. Regardless of all efforts to personalize sales literature, the advantage inevitably remains with the retailer.

3. *Suiting or Fitting Customers.*—Whenever a mail-order house has to sell wearing apparel, the problem of fitting the customer must be solved. A system has been worked out for measuring the feet, the hands, and the body with such precision and simplicity that shoes, hats, shirts, gloves, socks, corsets, and even tailor-made clothes can be sold to the satisfaction of the consumer.

Delay in Delivery.—The customer naturally desires to have the articles he has purchased and paid for as soon as possible. The retail store, with its immediate delivery, has a definite advantage in this respect.

The mail-order house success is based on a study of the disadvantages and obstacles which confront it. It has overcome these by analyzing its market, by standardizing its merchandise, by fostering goodwill, by obtaining managerial talent, and by an extensive use of publicity.

Retailers have generally failed to realize that the competition of the mail-order house is beneficial to them in many ways. Beyond offering them an example of well-planned merchandising policies, the catalogs of the mail-order houses have made the consumers in rural and semi-rural communities acquainted with kinds and varieties of merchandise, of which otherwise they might not have heard. In other words, the mail-order house creates a demand which the wide-awake retailer might take advantage of, but which he seldom does.

Competition is keen between the mail-order houses. Purchasing and selling costs ordinarily balance each other so closely that the price spread is not very different in the various catalogs.

The Mail-order House Market.—The geographical center of mail-order house selling is in the Mississippi Valley, with Iowa

as the principal customer. The center for mail-order business is at Chicago, which forms the hub of a large wheel as it were, with New York, Philadelphia, San Francisco, and other cities located on its rim.

It is usually thought that as high as 70 per cent of the mail-order business came from rural communities, but I. S. Rosenfels, formerly advertising manager of Sears, Roebuck & Company, states that there is little difference in their sales in agricultural and in industrial communities. That is, Pennsylvania is as good a field for mail-order development as Kansas or Indiana.

The geographical area through which a mail-order house can sell is entirely dependent upon freight classifications, parcel-post facilities, and express rates. A customer in Des Moines, Iowa, would naturally purchase in Chicago in preference to New York. If he purchased in New York, he would have to pay the freight from New York to Chicago and thence to Des Moines, which would be double the freight from Chicago direct.

The larger mail-order houses have found it advisable to open branches issuing special catalogs for these branches. For instance, Sears, Roebuck & Company, with the parent house in Chicago, now have well-established branches issuing their own catalogs in Philadelphia, Pa.; Dallas, Tex.; and Seattle, Wash. Montgomery Ward & Company has operating branches in New York, Kansas City, Fort Worth, Tex., and in Seattle.

These branch catalogs are usually exact duplicates of the Chicago catalog, and are printed in the Chicago plants. Changes are made only where advisable. For example, special cotton-picking sacks are listed in the Dallas catalog of the Sears, Roebuck Company, which are not included in the Chicago catalog. Oftentimes, heavy merchandise, such as groceries, is sold only from headquarters.

Merchandising Policies.—Mail-order houses have built their business upon policies of service, speed and dispatch in the delivery of merchandise, low prices, and excellent quality throughout the entire line. It is a mistaken idea that mail-order houses sell shoddy goods, or seconds. They do sell a certain proportion of such merchandise, but usually their lines include both the lowest price seconds, and the high-grade qualities. The highest grade goods on the market are not infrequently offered or a quality suited to any pocketbook.

It is often charged that the mail-order house is a detriment to the nation as a whole, is an economic loss, and prevents the upbuilding of the small rural centers of the country. Merchants assert that if a mail-order house were kept out of the community for a few years, and if they were not compelled to build sales in the face of mail-order competition they could eventually hope to succeed.

The program of the mail-order house is one of service to the rural community, supplying it with merchandise that it needs and that it could not otherwise get. Rural communities do not ordinarily grow with the speed of larger urban settlements. The local merchant is in error when he imagines that the exclusion of the mail-order house would insure any service at all comparable with its vast resources.

It is true that the mail-order house takes money out of the community and does not return it to the community. It does not, however, take money out and bring nothing back. The mere fact that a business centered in a large city draws money from rural communities and does not return that money as such to the community should not, for that reason, be termed bad practice. The money that comes into Chicago or into any other mail-order center from rural communities in payment of merchandise is almost immediately distributed again to various parts of the country for additional merchandise.

The Price Problem.—The merchandising problems of the mail-order house are profoundly affected by the necessity for setting a price in the catalog on articles whose prices are likely to fluctuate during the period before the issuance of another catalog. Prices of merchandise cannot be changed once the catalog is on the press. In midsummer of 1920, prices of all commodities were abnormally high. Catalogs were issued in the autumn of 1920 for the spring of 1921. About this time prices fell 25, 33, and even 50 per cent. The mail-order catalogs were being sent out in a falling market. It was impossible to make price changes in the catalogs; each page averaged over 30 items to a page, and the books ran to 1,700 pages.

Smaller mail-order houses, issuing monthly catalogs to a fewer consumers, are able to bring out supplementary catalogs to meet rising or falling markets. It is just as difficult for a large mail-

order house to adjust an upward as a downward price. If, however, a catalog is issued when prices are low, and the market rises, it means an influx of business which is not necessarily harmful to the mail-order company, because the stock of merchandise has already been purchased at the lower prices, and the normal profit is obtained.

One of the reasons why a large mail-order house cannot follow style trends closely is because its buyers purchase merchandise in June for the following spring. This forehanded policy is necessitated by the difficulties of getting out a five or six million edition of the catalog. If the forms are put on the press in September, it requires the next four months to run 1,700 pages in a six million copy edition. The issue of the catalog in January is followed by steady sales from the catalog in February and in the following months.

This plan may be contrasted with the policy of the smaller mail-order house issuing a monthly catalog of 100 pages to a list of 500,000 names. Its printing job is normally a 30-day proposition, and it can, therefore, meet the market in style and price within 30 days.

Advertised versus Non-advertised Brands.—Large mail-order houses are disposed to list nationally advertised brands of merchandise because they reap the benefits of the manufacturer's publicity. In almost every instance, mail-order houses use the standard advertised brands as leaders, selling them at cut prices in order to attract business. On "blind" merchandise, or on merchandise upon which no definite value can be set, they make their normal, and sometimes an abnormal, profit.

Figure 146 shows a sample page containing both advertised and unadvertised brands. Tooth preparations, for example, contain many brands which are nationally advertised. These are merely listed, with the price at a cut rate. The descriptive matter is devoted to the firm's own brands. It is also worthy to note that the advertised toilet soaps occupy a minimum of space. The manufacturer has created the demand and no selling copy is required.

It is sometimes difficult for a mail-order house to secure branded merchandise, because manufacturers of well-known, nationally advertised merchandise hesitate to sell to it, knowing

Clean Teeth Seldom Decay
Each tooth brush shown below is made from pure white bristle securely fastened into the handle. They represent good quality this—about and should give satisfactory service. Our fine comfortjoe studies to meet every requisite for clean teeth.
Shipping weight of any of these brushes, 2 oz.
Advertised Tooth Brushes.
Shipping weight of any of these brushes, 2 oz.
Exceptional Values
Dr. West's Genuine. Three rows solid bristles, cut straight across. Each in box. Shipping weight, 2 ounces.
BN4315 37c
Genuine Prophylactic. Three rows of bristles, cut straight across. Each in box. Shipping weight, 2 ounces.
BN4318 36c
A Favorite. Four rows solid bristles, cut straight across. Each in box. Shipping weight, 2 ounces.
BN4328 25c
Our Best Colored Handle Brush. Four rows solid bristles, cut straight across. Each in box. Shipping weight, 2 ounces.
BN4339 50c
Our Best Bone Handled Brush. An excellent quality stiff bristle tufted end Tooth Brush with bone handle. Four rows of tufts securely fastened. Each in box. Shipping weight, 2 ounces.
BN4336 30c
For Adults. Three rows solid bristles, cut straight across. Each in box. Shipping weight, 2 ounces.
BN4308 25c
For the Young Lady. A medium size solid bristle brush. Three rows tufted ends, medium stiff bristles securely fastened. Each in box. Shipping weight, 2 ounces.
BN4327 25c
Special for the Young Folks. Medium size brush with three rows medium stiff bristles securely fastened. Each in box. Shipping weight, 2 ounces.
BN4325 19c
Children's Tooth Brush. Suitable for children up to 6 years of age. Small handle with medium stiff bristles. Each in box. Shipping weight, 2 ounces.
BN4300 19c
Our 25c Special. Three rows stiff white bristles, tufted end. Bristles are securely fastened. Bone handle. Each in box. Shipping weight, 2 ounces.
BN4304 25c
A New Style. Bristles cut slanting toward the end. Three rows stiff bristles. Celluloid handle. Each in box. Shipping weight, 2 ounces.
BN4319 33c
Tooth Preparations.
Popular Mouth Washes.
Listerine. Shipping weight, 1 pound.
BN4373—Regular $1.00 size.....79c
Laverla. In convenient shipping weight, 1 pound.
BN4372.....19c
Glyco-Thymoline. Shipping weight, 1½ pounds.
BN4374—Regular 75c size.....47c
Strong's Arnica Tooth Paste. Shipping weight, 4 ounces.
BN4356.....25c
Dr. Lyon's Tooth Powder. Shipping weight, 7 ounces.
BN4360.....19c
THE TOOTH PASTES WE RECOMMEND
BN4383
BN4382
People with clean white teeth are not afraid to smile.
There is no excuse for any one having unclean teeth, especially when with such little effort they can be kept in a white and healthy condition and many serious diseases thereby prevented. Well cleaned teeth are necessary for the beautiful woman as well as the gentleman and the health of the growing child. Beautiful teeth should be cleaned daily to keep the gums firm and healthy and prevent forming of film. This film, if allowed to form, readily absorbs any stain and causes the teeth to lose their whiteness and polish.
Pepsodent.
An excellent quality snow white dental cream, pleasant to the taste and especially prepared to remove the stain forming film and keep teeth in a fine condition. Large size tube. Shipping weight, 6 ounces.
BN4383—Each.....29c
Denta Mint.
A special favorite with women and children on account of its pleasant taste. Children are usually neglectful of their teeth and the daily brushing with this delightful paste can easily be formed. Large size tube. Shipping weight, 6 ounces.
BN4382—Each.....19c
Tooth Preparations.
Shpg. wt., 2 tubes, 10 oz.
Pepsodent.
BN4386—50-cent size. 2 tubes for.....75c
Pebeco.
BN4389—50-cent size. 2 tubes for.....75c
Listerine.
BN4391
25-cent size. 2 tubes for.....39c
Kolynos.
BN4390
50-cent size. 2 tubes for.....47c
S. S. White.
BN4386—50-cent size. 2 tubes for.....47c
Forhan's.
BN4384—50-cent size. 2 tubes for.....95c
Popular Toilet Soaps
12 Big Cakes for 49c.
Try this big value assortment. Twelve cakes of good quality toilet soap. Cut and wrapped. Odors: Violet, Rose, Lilac and Lemon. Soap press have advanced, but we have bought a large quantity and will save you money.
BN4991.....12 cakes 49c
Lemon Toilet Soap.
A good quality toilet soap of fresh lemon odor. Contains the skins of fresh lemons. Each cake in box. Shipping weight, per cake, 3½ oz. 6 cakes to box. Shipping weight, 1 pound.
BN4998.....25c
Rose.
Light pink color, delicately perfumed. Cut weight of cakes, 3½ oz. 6 cakes to box. Shipping wt., 1¼ lbs.
BN4929—Per box, 6 cakes 25c
White Almond Cocoa.
Heavy lather soap of superior quality. Cut cakes, 6 to box. Shipping wt., 1¼ lbs.
BN4930—Per box of 6 cakes.....25c
Pink and White.
Popular lather soap of hard water. Cut weight cakes, 3½ oz. 6 cakes to box. Shipping wt., 1¼ lbs.
BN4968—Per box of 6 cakes.....25c
Fine Toilet Soaps
20 CAKES FOR 98 CENTS.
An assortment to please the whole family. Good quality milled soap, made by Palmolive Soap Co. Cut weight of bath cakes, about 3 ounces. Four popular odors: Lemon, Carnation, Geranium and Elder Flower. Soap prices have advanced, but a supply now and save money. 20 cakes to box. Shipping weight, 6 pounds.
BN4985—Per box.....98c
Lady Janis Complexion Soap.
For those who desire a fine quality perfumed complexion soap. Everyone admires a beautiful complexion; a clear, fresh youthful skin is the greatest of all charms. The appearance of the skin can be materially improved by a little care and attention. The skin is changing constantly. As the old skin dies, new skin is forming to take its place, and this new skin will be kept clear and soft if we will only do our part.
Instructions: Moisten your face with a soap suited to its requirements, gently follow the simple directions and the skin will be greatly benefited with the improvement. Blackheads, pores, skin sheds, etc., can be eliminated by following the simple directions contained in each cake. Shipping weight, one cake 8 ounces, 2 cakes, 1 pound.
BN4932—1 cake.....19c | BN4933—Per box of 3 cakes.....55c
FINE QUALITY CASTILE SOAP.
For those desiring an extra fine quality soap we have manufactured for us this White Castile Soap—a selected quality olive oil soap with enough cocoanut oil and other useful ingredients to make it lather freely. There are many so-called "Castile Soaps" of inferior quality, but here is a fine quality Castile Soap that we can recommend to you. Priced exceptionally low so that every family may use it. Note the extra large size cakes. Weight, 4 ounces. Three to cake in box. Shipping weight, 1½ pounds.
BN4994—Per pkg. of 3 cakes.....47c
Advertised Toilet Soaps
BN4962—Antoinette Donnelly. Per box of 3 cakes for.....59c
BN4901—Graham's Olive Cream. Per box of 12 cakes for.....79c
BN4907—My Baby's Castile. Net weight, per cake 4 oz. Box of 3 cakes.....47c
BN4903—Cantil's Castile. Net weight, per cake 3 oz. 3 cakes.....27c
BN4927—Woodbury's. Box of 3 cakes.....89c
BN4928—Resinol. Box of 3 cakes.....63c
BN4964—Packer's Tar. Box of 3 cakes.....89c
BN4910—Cuticura Kiss. 1 cake for.....42c
BN4903—Cuticura. Box of 3 cakes.....89c
BN4979—Lifebuoy. 12 cakes for.....89c
BN4915—Ivory, Guest Size. Box of 12 cakes for.....$1.54
BN4912—Palmolive. 12 cakes for.....89c
BN4983—Jap Rose. Box of 12 cakes.....79c
BN4980—Pear's Scented. Box of 3 cakes for.....59c
BN4981—Pear's Unscented. 3 cakes for.....39c
BN4956—Graham's Lana Oil. Box of 12 cakes for.....79c
BN4907—Wildroot Shampoo. 3 cakes.....19c
BN4908—Tarola Shampoo. Box of 3 cakes for.....49c
Shpg. wt.: 1 cake, 5 oz.; 3 cakes, 14 oz.; 12 cakes, 3 lbs. See page opposite for Jore Soap.
6 Large Cakes for 25c
Three popular soaps at exceptionally low prices. Note the extra large size of cakes, 6 cakes to box. Shipping wt., per box, 2 pounds.
Hand Pumice. Size 4½-oz. cakes to box. Perfumed.
BN4992 Per box of 6 cakes 25c
Transparent. Size 4½-oz. cakes to box. Perfumed.
BN4944 Per box of 6 cakes 25c
Mechanic's Tar. Size 4-oz. cakes to box. Perfumed.
BN4983 Per box of 6 cakes 25c

FIG. 146.—Large mail-order houses consistently cut prices on standard goods, the values of which are known, and make up the loss by selling "blind" merchandise at long-profit prices.

that the price will be cut. The manufacturer must decide whether the volume of business through the mail-order house is sufficient to justify the loss of goodwill on the part of jobbers and small dealers.

The Calumet Baking Powder Company and various other well-known manufacturers use as a sales argument the fact that they do not sell to mail-order houses. James Heddon's Sons, of Dowagiac, Mich., makers of fishing tackle, withdrew their line from the mail-order houses because they felt the retailer was in a better position to sell it, and, therefore, retailer goodwill was more important than the volume disposed of through the mail-order houses.

Although many manufacturers refuse to sell to the mail-order house, most advertised brands are to be found in the catalog. The mail-order house makes arrangements with small retailers, to the number of ten or twelve, to pick up from them a gross or two of the merchandise at the regular cost price plus 5 per cent. In this way they accumulate a reserve stock of the very merchandise that the manufacturer does not wish them to have.

Another method is also widely used. Many of the big mail-order houses have subsidiary companies through which purchases are made. Big manufacturers wish to retain the mail-order house business, but do not wish to have the name of the mail-order house on their books. They are, however, glad to sell to a subsidiary under another name.

Goodwill.—There is a grave question as to the positive value of goodwill for any specific mail-order house. Some concerns carry a large sum for goodwill on their financial statements. It is doubtful, however, if this would have any actual value if another large mail-order house began to cut its prices.

It is probably true that the majority of purchasers from mail-order catalogs have at least two and sometimes more competing catalogs. Before making even minor purchases, they compare prices. They realize that the merchandise sold by all these houses is almost identical in character, and that it really makes little difference, as to quality, from which house the purchase is made.

The mail-order buyer is a shopper by nature. He is inherently disposed to compare the offerings of the rival houses. There is

little doubt that the house with the better reputation will receive the order when prices are the same; but there is a grave doubt whether goodwill is considered when two houses quote equal prices and possess equal characters and reputations.

Lack of goodwill is disastrous. The strict interpretation of the guarantee and the policy of taking back returned goods is a necessity for maintaining an unblemished reputation for honest dealing.

The Guarantee.—Customers of the large mail-order houses do not hesitate to send money with their orders, because of their faith in the iron-clad guarantee that if goods are not satisfactory they may be returned.

For example, Sears, Roebuck & Company publishes the following guarantee:

We Guarantee

that each and every article in this catalog is exactly as described and illustrated.

We guarantee that any article purchased from us will satisfy you perfectly; that it will give the service you have a right to expect; that it represents full value for the price you pay.

If, for any reason, you are dissatisfied with any article purchased from us, we expect you to return it to us at our expense.

We will then exchange it for exactly what you want, or will return your money, including any transportation charges you have paid.

This broad guarantee policy has given rise to a rather unusual situation which, however, cannot well be avoided. Customers who are not energetic enough, or who do not have the intelligence or knowledge to measure themselves for articles that must fit, will order several sizes, expecting at the time of ordering to return sizes that do not fit. If the customer is satisfied with merely trying on the article, the returned goods may sometimes be put back in stock. If, however, the customer tries out each article for two or three days, the merchandise must be either reconditioned or sold to the job-lot dealer for second-hand store disposal.

Merchandise unfit for further sale is constantly being returned. Customers often buy shoes, clothing, underwear, and other articles, wear them for a short time, and then discover that they are not comfortable. They take advantage of the company's broad guarantee to return the merchandise.

Stock of such merchandise accumulate rapidly in the larger houses, and must be disposed of. They are seldom in condition to be sold through a retail outlet store, and are usually disposed of at almost any price to dealers who make a specialty of visiting the larger houses and of purchasing such merchandise at prices which will permit of resale to cheaper stores in the larger cities or to regular second-hand stores. Less than 1 per cent of merchandise sold by one of the largest mail-order houses is returned.

Surplus Merchandise.—When buyers for the large mail-order houses purchase goods and have them listed in the catalog, it is practically impossible to gage accurately in advance the exact amount of merchandise that will be sold. If the stock runs short, and the merchandise is of a standard character, similar goods are used to fill orders. After a catalog has been out for six months, however, and the stock left over is insufficient for listing in a succeeding issue, it is necessary to dispose of the surplus.

The ordinary method is to sell the entire lot to brokers or job-lot dealers. Another expedient is to prepare a special flyer, listing surplus merchandise at bargain prices. Some houses have opened retail stores where surplus stock of odds and ends may be disposed of.

Treatment of Customers.—It is a fundamental policy of the mail-order house to treat all customers courteously. Although this may entail a considerable amount of correspondence, it is worth while because of the goodwill acquired. The same situations, by the way, recur so frequently that correspondence may be standardized.

The following letters show the way in which one large mail-order house deals with situations of constant occurrence which require attention. An attempt is made to secure another order in place of the one that cannot be filled.

1. *Payment Not Made in Full.*—If the customer's remittance is only a few cents under the correct amount, the mail-order house will ordinarily send the goods, enclosing a notice that 5 or 10 cents is due on the next order. Where, however, there is a material difference between the price of the goods ordered and the amount remitted, the following letter is sent:

Dear Customer:

We thank you for your order but are not making shipment because the amount we received does not pay in full for the goods. No doubt you intended to enclose the correct amount, and the shortage was an oversight.

You will find enclosed the amount received. Please make out a new order on the other side of this letter, and send it to us with the correct payment and it will be given prompt attention.

Yours truly,

2. *Customers Are Constantly Ordering from Old Catalogs.*—This is often due to their moving to new addresses and taking with them the old catalog, while the mail-order house does not have their new address. Under such conditions, the following letter is sent:

Dear Customer:

We are enclosing the amount you sent us. You have made your selection unfortunately from an old catalog, and our stock of this number is sold, but we feel sure you will be able to make a selection which will be just as satisfactory, if you will refer to our latest catalog.

If you do not have a late catalog, we will send one on request.

You can use the blank which is printed on the reverse side of this letter, being sure to enclose your remittance, and in addition give article number, size, color, and all other information necessary to fill your order.

Yours truly,

Out of Stock Is a Frequent Reason for Inability to Fill Orders.—Where the company expects a new supply within a few days, it is customary to hold the order and send the following notice to the customer:

Dear Customer:

We are temporarily out of stock of the merchandise listed on the other side of this card. A new supply is on the way, however, and we have taken the liberty of holding your order until it is received, which will be in about ten days.

It should not be necessary for you to write us about this order, as we will make shipment at the earliest possible date, but if you do write, please *enclose this card with your letter.*

The delay is unusual, and we hope it will not cause you any inconvenience.

Yours truly,

If the stock of merchandise does not arrive when expected, a further letter is sent to the customer, returning his money, stating that the merchandise will be received in a short time, and requesting a reorder.

Dear Customer:

When we wrote you that we were temporarily out of stock of the merchandise that you ordered, we fully expected that our new supply would be received at the time mentioned. We are still unable to fill your order and rather than cause you any further inconvenience we are returning your money.

We feel sure that we will have the merchandise in ten days. If you still want the goods, send us a new order at that time. Please write your order on the other side of this sheet, being sure to give the article number, size, color, and any other information necessary to fill the order. Enclose the correct amount of money with the order and it will have our prompt attention.

Yours truly,

If the stock of goods is totally exhausted, and the order cannot be filled, the customer is informed of it, and asked to make a new selection. The money for the original order is invariably returned.

Dear Customer:

Enclosed is the amount you sent us, as we cannot fill your order.

When we selected these goods for our catalog, we had every reason to believe we could get them in quantities sufficient for our needs.

We now find that we cannot get more of these goods and hope you will make a new selection from our catalog. Please make out your new order on the other side of this sheet, being sure to give the article number, size, color, and any other information necessary to fill the order. Send it with the correct amount to pay for the goods and the order will be given prompt attention.

Yours truly,

A somewhat similar letter is required where the customer desires merchandise in exchange for an original purchase, and the exchange merchandise proves to be out of stock.

Dear Customer:

We are very sorry that our stock of the goods you want in exchange for those returned is entirely sold out. We have just learned that it will be impossible for us to get more of these goods and rather than

cause you further inconvenience we are returning the amount due you. However, we hope that, if you will look through our catalog, you will be able to make another selection.

Please make out your new order on the other side of this letter, being sure to give the article number, size, color, and all other necessary information. Send it with the correct amount to pay for the goods and the order will be given prompt attention.

Yours truly,

There are often special reasons for inability to ship merchandise, and the following letter is sent:

Dear Customer:

We have found it impossible to ship your order for the reason stated below. Rather than inconvenience you by holding your money, we are enclosing a refund for the amount you sent us.

If you still desire the goods please reorder, using the order blank printed on the other side of this letter, and return it to us with the correct remittance, being sure to give the article number, size, color, and all other necessary information, and the order will be given prompt attention.

Yours truly,

CHAPTER XXIX

SELLING SPECIALTIES BY MAIL

A specialty is usually considered to be a single item, selected from a line of merchandise, upon which it is desired to concentrate or to focus sales attention. Ordinarily, the item has demonstrated its sales possibilities, permits of a long profit, or has certain qualities which place it outside the normal competitive field. For example, a manufacturer of women's house dresses may concentrate on a patented bungalow apron and devote over half his advertising appropriation to literature mailed direct to prospective customers.

In almost every line of business there are specialties which are suitable for specialized sales effort: For example,

1. Office specialties would include such items as fountain pens, typewriters, dictating machines, check protectors, and the like.

2. Automobile specialties would include rear-stop signals, new sets of wire wheels, bumpers, windshield cleaners, foot rests, heaters, etc.

3. Sport specialties would include niblicks, steel tennis rackets, patented ball markers, fishing rods and reels and innumerable others.

4. Household specialties range from vacuum cleaners to cheese knives.

Specialties are seldom sold through individual catalogs, since less space is required for adequate presentation of selling points. Mail-order houses can, however, include specialties with regular and staple lines of merchandise. The usual method of merchandising is through circulars, sales letters, folders, and small booklets, or else through advertising in the columns of periodicals.

A specialty may often be sold by mail after the regular channels of retailing have been exhausted. One of the most successful examples of this was the selling of 100,000 copies of Wells' "Outline of History" by mail after the sales through bookstores

had begun to fall off. Five million circulars were prepared and mailed, and $25,000 was spent for space in selected periodicals. Orders for 90,000 copies were received by the publisher in the first three months of the campaign.

The Specialty Appeal.—The appeal to use in merchandising specialties should be carefully considered. It is usually to be found in some quality of the specialty, such as accomplishment, increased comfort, or saving of time. If the specialty can be priced at a lower figure than that which is charged by retailers for similar articles, price would probably form the most powerful appeal.

It is not always possible to decide upon the most efficient appeal without making tests. A manufacturer of a household lamp, giving a pure white light, and burning a gas made from a chemical compound, initiated a mail campaign to farmers and people in rural communities. He first tried the economy appeal, arguing that the lamp "cost but a few cents daily for operation." When this was not successful, he pointed out that the lamp would "save the eyes." After other experiments, it was found that the keynote of the campaign should be that "city comforts can now be had on the farm."

The Specialty Mailing List.—There is one aspect of the specialty market which colors the entire sales procedure. Ordinarily, the specialty is a "one-time" proposition. After once making a sale, it is often profitable to remove the customer's name from the list, unless it has been conclusively proved that there is an opportunity for repeat sales.

This policy may be modified in actual practice. A manufacturer of fancy candles and candlesticks has found that, once having sold a set of sticks and candles, he has a good opportunity to sell more candles for other rooms in the house, and that a repeat business may be built up.

Another manufacturer, who sells a patent dung carrier to dairy farmers, finds it best to remove the name from the list. When a farmer has once purchased, he will not be a customer again for 25 years at least.

The problem of mailing lists must be decided by the circumstances of the case. If there is a worth-while opportunity for repeat sales from original customers, it is best to retain the names.

Otherwise it is necessary to build constantly a new mailing list. Because the prospect's names cannot be put upon stencils the addressing charges amount to considerable. No name can profitably be entered upon the list of a mechanical addressing system unless there is every reason to believe that the customer will order again, or unless careful estimates prove that the cost of making the stencils will be less than the cost of addressing the original literature and the follow-ups by hand.

The addressing and mailing problems become so serious for many specialty sellers that the tendency is to use periodical rather than direct-mail advertising. Either the sale is made directly from the periodical and no mailing list is required, or else an inquiry is secured from the periodical, and the original letter of inquiry is used as an address card until a sale has been made, or until a point has been reached in the follow-up system where further effort will not be profitable.

Market Limitations.—To be suitable for merchandising by mail, a specialty should fulfil the following conditions:

1. Low price, or at least a lower price than can be obtained in other channels of merchandising.
2. Appeal to a restricted or selected market.
3. Novelty or exclusiveness.

Novelty or exclusiveness may be obtained in several ways:

1. The article may be of a patented or patentable nature, and the maker or inventor may decide to sell it through the mails. Retail stores will not have it in stock, nor can it be secured elsewhere than by ordering from the mail-order circulars or advertisements of the inventor.

2. Exclusiveness may be the result of trade agreements. The manufacturer may, for example, grant to a certain seller the exclusive rights on the specialty for a period of time.

3. Imported merchandise often has novelty and also may be exclusive if but one importer has it in stock. Until competitors secure similar merchandise, it may be sold profitably by mail.

Market.—In ordinary marketing practice, it is assumed that the more universal the appeal of an article of merchandise the greater will be its opportunity for sales. The mail-order specialty, however, is deliberately designed to appeal to a limited market. For instance, no concern has yet been successful in

selling tooth paste direct by mail, although many attempts have been made. The unit of sale is so small that the profits are eaten up before orders begin to come in sufficient volume. But the large mail-order house, with its large stock list, has a definite advantage. The tube of tooth paste may be listed in the catalog, and will be ordered by the customer together with other more important and higher priced items. The unit cost of selling the tube of paste is then slight.

The moment a product is to be sold which has for its market every individual in the country, any city directory or telephone book becomes the mailing list. There is little possibility of selection. But if the article is sold only to golf clubs, the list is easily secured and is already selective.

There are concerns, however, which market specialties appealing to a wide number of prospects successfully. They do this by eliminating poor prospects in advance of making any mailing. For example, the Gearhart Knitting Machine Company eliminates nine out of ten women before any mailing is made. The home knitting machine appeals only to those women whose incomes are insufficient to gratify their desires, and who feel that they have spare time that they are willing to devote to the making of socks. There are women who have small incomes but who feel that it is beneath their dignity to make socks.

Advertisements are prepared for insertion in periodicals which aim to secure logical prospects only. The illustration shows a woman working at a machine in a nicely furnished room. The atmosphere of comfort is calculated to destroy any prejudice the prospect may have against the nature of the work. The reader sees a well-dressed woman in a luxurious living room operating a knitting machine, her interest and curiosity are aroused, and she answers the advertisement. The manufacturer can then afford to spend time and money in following up inquiries from the selective advertising.

Price.—An examination of current mail-order advertisements and mailing campaigns will show that the majority of them depend upon price for the main selling appeal. The fundamental soundness of the policy is evidenced by the success of concerns and individuals selling solely upon a price basis.

The determination of the selling price involves:

1. What the prospect will consider to have been the "regular" price?

2. What price the customer will remember when talking with others about her purchase?

3. Whether the customer can send the amount easily?

Setting the Price.—It is ordinarily desired to set a price on the specialty which will give the prospect a feeling that he or she is saving money. Upon seeing an article priced at 89 cents, the average person considers it as a regular $1 item sold at a reduced price. But if the merchandiser cuts the price still further to 69 cents the mail-order buyer will never realize that the regular price was a dollar. It is more likely to be considered as a cut from a regular price of 75 cents.

It is proverbially easier to sell by mail a specialty priced at 89 cents than at 69 cents. This has often been proved in actual tests made by mail-order houses. The same article priced at both 89 and 69 cents invariably sells better at the 89-cent price. The latter price represents to the customer a saving of 11 cents on a $1 article, at 69 cents there is a saving of but 6 cents on a 75-cent article. Regardless of the fact that the copy in both cases may read "priced regularly at $1," the customer draws his own conclusions and pays the 89 cents.

The Remembered Price.—There is an old mail-order axiom that "people remember the dollars and forget the cents." In other words, $8.98 is a better mail-order price than $9.10, since the customer remembers the $8 and forgets the 98 cents. Under ordinary conditions, just as many specialties may be sold at $8.98 as at $8.45; the mail-order shopper will regard both as a cut from a regular price of $10, and the difference of 43 cents will not influence many sales when the unit value is so large.

Popular mail-order prices are $2.98, $7.83, $9.98, and $19.79. Experience, however, shows that the seller must prove that pricing at $2.98 and $9.98 does not represent a regular $3 or $10 article.

Where specialties are to be sold direct from periodical advertisements, many mail-order merchandisers prefer to price in practically round numbers, such as $2.98 and $9.98. If the copy says $2.98 the average person will send three $1 bills in cash, regardless of instructions "not to send currency through the mail."

Pricing in round numbers is designed to induce the prospect to act at once. If an article is priced at $8.67, the purchaser will have to send a check or a money order. If the price is $8.98 it is a simple matter to send $9 immediately.

Methods of Remittance.—Currency holders, pieces of die-cut cardboard designed to hold dimes, quarters, half dollars, and dollars, are often enclosed with mail-order specialty literature and sales letters. The sending of stamps creates a peculiar mail-order problem. There is no legitimate way in which a mail-order house may convert stamps received in payment for merchandise into cash, except to sell them to vendors and brokers at a discount. As the stamps often come in 5-, 10-, and 20-cent units, it is often awkward to use them on outgoing mail, even provided they can be disposed of entirely in this manner.

Many concerns have found that the problem is not solved by specifically requesting that stamps should not be sent. A large manufacturer of manicure instruments ran a full-page advertisement offering to send a miniature manicure outfit for a dime. Despite a definite request that dimes only should be sent, over $13,000 in stamps was received.

Selling Securities by Mail.—Stocks and bonds, or the shares in industrial enterprises, are neither merchandise nor services, but rather certificates representing values. Securities of this nature are often sold by mail, and the principles and practices employed are almost exactly the same as those used in selling other merchandise through the mail.

The securing of the prospects, either through the issuance of a booklet or advertising in periodicals to secure the names of interested individuals, is the first step. Following this, it is necessary to create an interest on the part of the prospect, to change this into desire, and finally to close the sale by mail through the use of catalogs, leaflets, brochures, prospectuses, or other literature. Such material differs but slightly from that used by the personal salesman.

The usual form is to issue a prospectus and a brochure, showing the financial organization of the company. This is followed by a letter from the president of the concern, stating the potential earning capacity, the investment in fixed assets, and a record of operations over a period of years. Follow-up letters and other

follow-up literature are formulated according to the plans already described for selling other commodities by mail.

Naturally, in selling the securities of a corporation, an air of solidity, integrity, and character must be worked into the production of the literature to create a feeling of confidence on the part of the prospect.

Often a teaser letter is used to eliminate poor prospects from a long and as yet untried list. The interest of the prospect is excited without in any way telling what the nature of the proposition is. The teaser letter used by one company reads as follows:

Dear Sir:

If you have $200 saved up, which you wish to invest with absolute security, and will be satisfied with 8 per cent return on your money, or $16 interest each year, we shall be glad to send you a booklet describing a proposition well worth your while to investigate.

The list of prospects is narrowed down to those actually in a position to invest some money.

Miscellaneous Uses for Mail Order.—It is frequently desired to raise money for charitable purposes and the mail-order method offers one means of attaining this end. For example, a home for crippled children, a hospital, or a home for the aged may make use of the mail to provide themselves with funds.

One highly successful campaign consisted of sending out 1,000 dollar bills to 1,000 people on a selected list. These people were requested to enclose a contribution of their own with the dollar bill. The letter accompanying the bank note suggested that another dollar bill be returned, or as much more as could be given.

Final reports showed that only 3 of the 1,000 dollar bills were kept. Fifty-five per cent of the remainder came back with the additional dollar requested. Several individuals send $20, $50, and, in one case, $500 with the original dollar bill.

CHAPTER XXX

MAIL ORDER AND THE RETAILER

Only in a few cases has mail-order selling been carried to the limit of its possibilities by retail stores. Yet the advantages to be gained are many and the risks comparatively small.

The large-scale retailer, such as the department store, would seem to have the greatest opportunity to use the mail as a supplementary sales agency. Like the regular mail-order house, it sells all types of merchandise, has the confidence of the public, and possesses sufficient capital for the purpose. As a matter of fact, however, many department stores find it unprofitable to compete with the mail-order house on a catalog basis, and prefer to limit mail offerings to special merchandise not conflicting with the mail-order house line.

The basic advantage of every retailer over the manufacturer who sells by mail is that the retailer is still performing the same function of satisfying consumer desires; the manufacturer who sells by mail has reached out of his natural sphere of activity. The retailer has an assortment of merchandise to sell; the manufacturer's lines are usually limited to a few items.

Reasons for Non-use of Mail-order Selling.—Several causes have been responsible for the slow growth of mail-order selling by retail stores. Perhaps the chief reason is that selling over the counter and selling through the mail are not alike. The small merchant has neither the ability to attend to the mail selling himself nor the confidence to hire an expert to do the work for him. Therefore, he omits it from his selling plans.

Retail stores have found the volume of returned goods to be unusually large, that of wearing apparel, has sometimes been as high as 50 per cent. The customer has been to prone to regard the privilege of ordering by mail as another service installed for her convenience if not caprice.

Another difficulty which retailers face has been due to the haphazard methods which have been adapted to mail-order

selling. A campaign will be sent out, and immediately all interest ceases. The merchant will advertise regularly in the local newspaper, but he will send out mail-order literature only when he feels so inclined. He regards mail-order selling as publishing, which, in reality, it is, and publishing is outside of his regular functions. Yet mail-order literature must be timed and planned just as any retail sales event.

Withal, retail merchants have been slow to realize that the mail-order department could be made to turn in a profit. It has meant a campaign of education which they have been loath to undertake. Stores have been reluctant to break the personal contact of the customer with the store, which has long been felt to be one of the strongest ties between buyer and seller.

The Department Store and Mail-order.—The mail-order department in the ordinary department store will vary from the part-time work of one individual to a regularly organized and operated mail-order division of the business. It will depend upon the interest which the store management takes in this method of selling; is it to be a mere accomodation for customers and a means of maintaining goodwill, or a separate department operated on business principles and for the profit?

The attitude in the past has been simply to fill promptly whatever orders came into the store from the regular stock of merchandise by a clerk assigned to this work. No further effort to stimulate new orders was made.

Some stores soon saw that the service might be made into a profitable part of the store activities. The personal shopping service resulted. For example, the Wm. Taylor Son & Company of Cleveland, Ohio, calls its mail-order department the "Anne Sawyer Shopping Bureau." This not only is advertised through mail-order literature, but also is featured in the newspaper advertising of the store.

In the above case and in similar plans, merchandise is taken directly from the regular stock. Mail-order departments are sometimes operated as a distinct entity, just as the bargain basement is conducted along separate lines. The entire sixth floor of Altman's in New York is given over to mail-order mer-

chandise. It has its own buyers and its own merchandise. This plan enables the store to select merchandise which is particularly suited to mail-order selling. That is, it can sell standard-

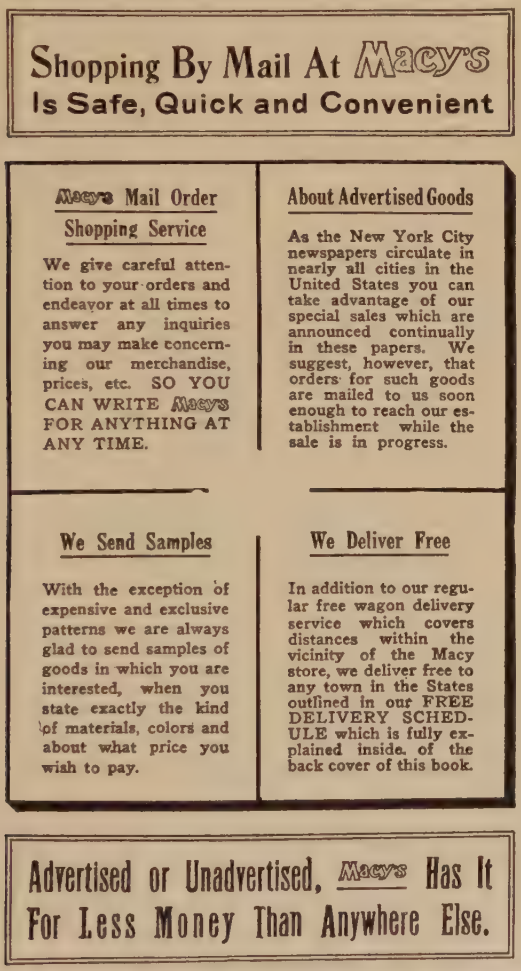

Shopping By Mail At Macy's
Is Safe, Quick and Convenient
Macy's Mail Order Shopping Service
We give careful attention to your orders and endeavor at all times to answer any inquiries you may make concerning our merchandise, prices, etc. SO YOU CAN WRITE Macy's FOR ANYTHING AT ANY TIME.
About Advertised Goods
As the New York City newspapers circulate in nearly all cities in the United States you can take advantage of our special sales which are announced continually in these papers. We suggest, however, that orders for such goods are mailed to us soon enough to reach our establishment while the sale is in progress.
We Send Samples
With the exception of expensive and exclusive patterns we are always glad to send samples of goods in which you are interested, when you state exactly the kind of materials, colors and about what price you wish to pay.
We Deliver Free
In addition to our regular free wagon delivery service which covers distances within the vicinity of the Macy store, we deliver free to any town in the States outlined in our FREE DELIVERY SCHEDULE which is fully explained inside of the back cover of this book.
Advertised or Unadvertised, Macy's Has It For Less Money Than Anywhere Else.

FIG. 147.—Macy's sell by mail, and will send anything that appears on their counters, unless it is specifically stated, "No mail orders."

ized lines at moderate prices. Many department stores follow this method, in some cases having separated the mail-order activities entirely from the regular retail store.

When installing mail-order departments of this kind, the department store consciously adopts the policies which have made the mail-order houses of the country successful. An absolute guarantee, low prices, quick service, and other features are copied. To quote from the literature of R. H. Macy & Co.:

> You can write Macy's for anything to eat—to wear—and for your household. No matter what kind or class of merchandise is wanted, we are sure to have it, and for less money than you will have to pay elsewhere, quality for quality.

Figure 147 shows how Macy's explains its mail-order service to customers. Besides the issuance of special catalogs, the customer can buy by mail items which are advertised in the New York papers.

The Regular Retailer.—That the possibilities of selling by mail are not confined to large department stores is well illustrated by signal successes made by dealers handling only one or a small number of lines. For example, the George Muse Clothing Co. of Atlanta, Ga., has customers in 22 states, as well as in half a dozen foreign countries. There are approximately 75,000 names on its mailing lists.

One of the most interesting retail mail-order businesses is that done by the B and O Cash Store of Temple, Okla., a little town of approximately 900 inhabitants. The store carries a general line of merchandise. About 25 per cent of its business is done through the mails, and the annual volume of the store reaches as high as $1,500,000. The particularly remarkable feature of the company's selling program is that over 25 per cent of the sales are made beyond the hundred-mile limit.

This store spends about 2 per cent of its total 10 per cent sales cost on advertising, most of it in direct form. Merchandise is marked up only about 20 per cent on the average, and this allows the store to make attractive prices on its merchandise. It has found hotels to be profitable customers of mail-order goods.

On each order blank the map reproduced in Fig. 148 is reproduced, with the following remarks appended:

If quality, price, and service will make red dots, we will dot the United States just as Oklahoma and Texas appear.

Every red dot a repeat mail-order customer.

Send us a trial order. If you are not satisfied in every respect your money will be refunded.

The proprietors of this store have found that the guarantee which plays so large a part in the policies of the mail-order house is equally important for the retail store

FIG. 148.—The B. & O. store of Temple, Oklahoma does 25 per cent of its business through the mails. See text.

The Exclusive Specialty Store.—An exclusive store must maintain its reputation for exclusiveness. It must, therefore, be exceedingly careful not only in the appeal of its mail-order literature, but in the selection of the list to which it is sent. A catalog of merchandise carries the implication that such goods are standard articles and not at all exclusive. Therefore, the exclusive specialty store cannot well issue a catalog.

Another difficulty to be overcome in selling by mail is the fact that, as soon as an item is offered, it means that a stock of this particular item must be on hand. To have a large amount of stock of an exclusive item is dangerous. It is not advisable to sell too many of the articles while if orders do not come in a heavy loss will be incurred because of the temporary nature of the style element.

Yet, like the department store, the specialty or the exclusive store has a certain inevitable volume of mail-order business,

which it is, if possible, advisable to turn into profit. The exclusive store has the advantage over the department store in that it ordinarily charges more for the articles sold, and the margin, therefore, between cost and selling price is broader. Consequently, it can afford to spend more money on mail-order literature to suit the appeal to the merchandise and to the individuals on the list.

One exclusive store has built up a profitable mail-order business by compiling a mailing list of social leaders in small towns nearby. It has been found that, if these leaders can be induced to purchase by mail, a considerable clientele will follow of its own accord. Special mail-order literature is seconded by advertisements in the local papers.

The specialty store ordinarily stresses service in its mail-order activities. A point is made of filling orders from regular stock, and of sending the orders off the very day on which they are received. The aim is to have the mail-order trade the same class as that which already frequents the store.

To do this effectively, the mail-order literature must imitate the atmosphere of the store. In form, make-up, copy appeal, paper stock, printing, illustrations, and other details of technique, it must constantly strive after the atmosphere of style or exclusiveness which is, in the final analysis, the fundamental appeal of this type of retailer.

Specialization.—Much mail-order literature issued by retail stores is ineffective because it is prepared by amateurs. Rarely is the store proprietor both a good retail merchant and a good mail-order specialist.

The retailer hires an expert to dress his windows. He should, accordingly, entrust mail-order work to someone with an actual knowledge of mail-order technique. The factors affecting the success of a mail-order campaign are so many, and the margin between success and failure so small, that it is not efficient to trust to chance or to guesswork.

Catalogs, bulletins, and booklets should all be designed according to certain tried rules. The knowledge of page layout, copy appeal, illustrations, etc. is a trade in itself.

The Retail Mailing List.—Mail-order for the retail store must always be a hybrid institution. Much of the literature will

not bring in cash orders but will bring the customer to the store, thus acting as direct mail. The mailing list must be built with this idea in mind. By enlisting the help of the sales force, by advertising in local newspapers, and by special methods, a mailing list can gradually be built which will include not only surrounding territory but also localities at a considerable distance.

The retail mailing list is subject to many forms of classification. It can be arranged according to departments, appeals, special occasions, sex, geographical location, or any other desired factor.

MEN'S DEPARTMENT

Name: John Smith,

Address: 115 Main Street, Athens, Ga.

	1920				1921				1922			
	Clo.	Hat	Shoe	Mo.	Clo.	Hat	Shoe	Mo.	Clo.	Hat	Shoe	Mo.
January			X	X								
February												
March							X	X				
April		X	X	X					X		X	
May					X							
June												
July							X	X				
August												
September												
October												
November			X	X								
December							X	X				

FIG. 149.—The George Muse Clothing Company, of Atlanta, Georgia, enter on the above card the sales made to each customer, and can thus classify their mailing list to advantage.

The card system is the only practical method for indexing the mailing list for the retail store.

Figure 149 shows the type of card used by the George Muse Clothing Company of Atlanta, Ga. On the card is recorded exactly what the customer has purchased during a three-year period, and during what months the purchases have been made. On the opposite side of the card is space for entering the date and the type of mail matter sent out. It is also possible to note whether purchases were made by mail or at the store.

Catalog versus No Catalog.—Whether a store should issue a catalog or not is a debatable question, the trend being away from the catalog. It is at times clearly not advisable, when, for example, the store carries a limited number of lines, when it is featuring

high-class merchandise, or when its volume of business is small. Further no retail store, however large, can publish a catalog to compare with those issued by the large mail-order houses. If such an attempt is made, the retail store's catalog suffers inevitably by the comparison. This is an important point to remember, because the moment the retail store attempts to draw trade from the rural and semi-rural districts surrounding its urban market range, it comes into conflict with the large mail-order houses.

Consequently, retail store literature must have some special features which will make it possible to avoid comparison with mail-order house catalogs. This is ordinarily accomplished by the careful choice of merchandise offerings, frequent mailings, and attractive presentation.

The A. T. Lewis & Son Dry Goods Company of Denver, Colo., subjects all merchandise to two tests before it is offered through the mail:

1. Can it be priced attractively in competition with catalog houses, yet still bring in a profit to the house?

2. Will it pull? No department which is overstocked is allowed to list its merchandise in mail-order literature for that reason. Such merchandise must sell.

Order blanks contain the following statement:

> We discontinued the publication of a general catalog some years ago, because we wanted to give the out-of-town customer the same "up-to-the-minute" merchandise which we give city customers, and each mail order sent to Lewis & Son is filled from the latest shipments to be found in the store, and not from stock which must, of necessity, be put away for the filling of mail orders where a general catalog is sent out. When you order at Lewis', you get the same fresh, new stock the Denver customers are shown.

Strawbridge & Clothier of Philadelphia issue mail-order literature in the form of a newspaper in gravure, specializing on seasonal and other sales. The mail-order literature is intended to be like the newspaper advertisements and pull immediately, rather than over an extended period of time.

Form of Presentation.—The department store, which sells mainly to women, sometimes modifies the mail-order form from

what would be used for men. For example, although the typewritten address is ordinarily better technique, it is profitable to address envelopes by hand for retail campaigns. Similarly, the stationery may be suited to feminine standards. The use of color in the advertising may cover the additional expense when the articles thus featured are sold on a style appeal. "Stunt" literature is rarely successful. If, however, the envelope is unique, curiosity is instantly aroused as to its contents.

MAIL ORDER
GOLDEN SPECIALS
MAIL ORDER
Our GOLDEN SPECIALS have become famous by reason of the very real opportunities they offer for genuine savings on merchandise which we have procured in large quantity and at a special price—an advantage in which we are enabled to invite our Mail Order customers to share. Be sure to order early, however.
38-INCH IMPORTED GINGHAM 45C A YARD
Mail Order Golden Special No. 1
45c
3FR-1
3FR-2
3FR-3
3FR-4
3FR-5
Mail Order Golden Special No. 2
Men's Calf Lace Shoes
$5.85
Women's One-Strap Slippers
$2.00
C. O. D. ORDERS
CHARGE ORDERS
Mail Order Golden Special No. 3
BOSTON BAGS
3 CL—1000
$1.25
3 CL—1000. Made of good quality split cowhide, in brown. Well-lined with inside pocket. Double handles, and fastened by means of strap and buckle. A very desirable bag for every day use and suitable for many purposes. Price, . . . $1.25

FIG. 150.—A group of articles for men and women, sold at low prices. From the back of an order blank of Strawbridge & Clothier.

The type of merchandise to be sold will have much to do with the method of presentation. If the store plans to sell low-priced merchandise of standard character, it is a good plan to group a number of articles, as in Fig. 150. If, however, the merchandise is exclusive in character, it may be preferable policy to plan for a series of mailings, gaining selling force through repetition of the appeal.

Coordinating Merchandise and Market.—If a retail store plans to sell low-priced, standard merchandise through the

mail, it must be prepared to meet mail-order house competition. It must offer its merchandise at prices equal to or even below those of the mail-order house. Where merchandise offerings are confined mainly to high-grade merchandise, the tendency is for the literature to attract customers to the store rather than to sell the goods themselves. The mail-order department here will, in reality, sell only the institution.

If all grades of merchandise are to be sold, as must be done in an all-round mail-order department, the requirements follow, according to returns to a questionnaire sent out by the Advertising Group of the National Retail Dry Goods Association:

1. It must be seasonal.

2. It must fully correspond to and be typical of the quality suggested in the publicity.

3. It must be offered to an appropriate clientele, and be supported by suitable follow-ups.

4. It must induce people not only to buy but also to come to the store. Usually the offerings are tied up with newspaper advertising.

5. The literature, in its physical make-up, must symbolize in the minds of those receiving it the personality of the store and the character of the merchandise which it presents.

CHAPTER XXXI

OTHER USERS OF MAIL ORDER

The manufacturer of a line, the jobber, and the seller of services can sell by mail either in whole or in part.

The Manufacturer of a Line.—Many manufacturers concentrate on a line of merchandise, such as jewelry, women's clothing, books, paints, automobile accessories, and the like. The manufacturer of a line may sell his entire output by mail, preferring to eliminate the jobber and retailer and to go direct to the consumer. Whether or not the policy will prove successful depends in measure upon the buying habits of the customers.

For example, the seller of a general line of books ordinarily merchandises through dealers, using mail order as a supplementary method. The seller of a technical line of books, however, finds it better policy to seek out the individual prospects by mail, and to use dealers merely as a supplementary method. A general line is more difficult to sell through the mail than a specialized line.

The manufacturer of a line ordinarily issues a catalog listing all items, and supplements this with various other types of literature. The seed merchant, for example, issues an elaborately illustrated catalog in the early spring, containing the full line, and follows this up with special catalogs of summer and fall specialties. Some of the larger manufacturers of jewelry utilize the catalog only for follow-up purposes. An initial sale is secured by making specific offerings in periodical advertisements, and the catalog is then sent to the purchasers.

It is customary, when a item is added to the line, to make a special sales effort directed at selling it. A circular, folder, or other form of literature is used for the purpose, and sent to selected lists.

The manufacturers of highly specialized lines, such as technical goods, ordinarily have adequate and accurate mailing lists.

The market for their goods is well defined. The manufacturers of general lines, on the other hand, often have difficulty in procuring adequate mailing lists. It is necessary to find out in some way what individuals will be interested in purchasing the line or any part of it.

When a list cannot be secured, it is necessary to build one by periodical advertising. The permanency of the list will depend, of course, upon the nature of the line, and whether there is a repeat market.

Some manufacturers of a line have been able to make a success by selling entirely through periodicals; small businesses have omitted catalogs and sold through booklets, small broadsides, circulars, or other forms of literature.

Jobbing by Mail.—There are in this country several large jobbing houses marketing to retailers through the medium of a catalog alone. In this classification fall such well-known houses as Butler Brothers of Chicago, and the American Wholesale Corporation of Baltimore, formerly called the Baltimore Bargain House. Both of these companies do a business of several million dollars annually without the aid of salesmen.

The opportunity for such jobbing houses is ordinarily considered to be among retailers in small towns and semi-rural communities, not in direct daily contact with what are generally known as service jobbers. A service jobber is a wholesaler who is located so advantageously that the retailer may secure needed goods at almost a moment's notice, either by truck, messenger, or other methods. But in small communities it is difficult for the retailer to secure from the jobber the variety of merchandise or the service desired. The mail-order jobber serves the same function for the small retailer in the small town as does the large mail-order house for the consumer in the same localities.

The mail-order jobber ships almost entirely by freight, express, or parcel post. He often secures the bulk of the small-town retailer's business, because he is able to offer a complete line, whereas each jobber's salesman ordinarily can fill only part of the retailer's requirements. In order to round out his line, the retailer consults the catalog of the mail-order jobber.

Some jobbers by mail concentrate on a single line of merchandise, such as on automobile supplies, for the reason that the

merchandising of such a line requires a specialized knowledge of and an acquaintance with conditions—a familiarity not always possible for a house selling a more varied line.

Mail Order as an Adjunct to Wholesaling.—The jobbing houses selling entirely by mail are comparatively few. But there are many jobbers who use mail-order selling as an additional merchandising method still retaining their other distributive machinery. Accordingly, it is necessary to make mail-order methods fit the particular conditions in the trade, and to enlist the aid of the sales force.

Jobbing houses, as a rule, book orders through the sales force. The mail-order department is often used solely as a means of disposing of job-lot merchandise, and may, therefore, be regarded with suspicion when regular items are listed. This impression must be overcome if mail-order selling is to be successful.

Opinions differ as to the line of appeal which should be stressed in the mail-order literature of a jobbing house where mail-order is supplementary to personal salesmanship. As already mentioned, some houses use mail-order as a balance wheel for maintaining turnover, listing in the catalogs slow-moving and surplus merchandise. Other houses feel that only standard lines should be included in the catalog and that no price premium should be offered.

The jobber who sells by mail must heed certain essentials:

1. The various lines offered should be kept in stock, which may make it necessary to limit mail-order offerings to standard items which can always be procured immediately from the stock-room. When a retailer orders, it must be assumed that he wants the article at once, and any delay due to its being out of stock will cause a loss of goodwill or if not a loss of the customer's business.

2. There must be no substitutions. The dealer orders a particular brand, style, or size because of a definite demand from one of his customers. If the jobber substitutes, he, too must substitute, or attempt it.

3. The jobber should have a system so carefully prepared that orders can be filled and sent out immediately. This will include attention to dealer's wishes as to method of shipment and other details.

4. The jobber must conduct his mail-selling program according to definite plan. As Daniel H. Steele says in *Administration:*

> For the permanence and progress of the mail-order department, it is essential that the backbone of its selling strength be planned long enough in advance so that it has continuity and a definite cumulative effect. Retail buyers may be made to familiarize themselves with a line by mail, if expertly presented, almost as thoroughly as by having it shown them at infrequent intervals. But the special offerings have their place as well. They are the relish which sharpens the appetite for regular goods.

Service and Semi-service Organizations.—There are many concerns and companies in the United States which are selling service either in connection with merchandise, or exclusively, such as banks, life insurance companies, retail milk dealers, express offices, lighting companies, telephone companies, taxicab companies, laundries, dry cleaners, architects, accountants, and schools. The service cannot, of course, be shipped by mail, but the actual sale may be closed by mail in the same way that a mail-order house closes the sale for its organization.

In addition, there are semi-service organizations which, while selling service, must manufacture the service to order. These include photographers, printers, florists, painters, tailors, process plate makers, sign painters, builders, and others. While semi-service concerns manufacture strictly to order, they can often make special and definite prices on certain standard services. A window washing company can offer a flat rate per window. A printer can quote a standard price on 1,000 letterheads. The florist can sell a bunch of violets through the mail, and make the delivery in any one of several ways.

It is not generally understood to what extent service and semi-service organizations can install mail-order departments. While they are constant and prolific users of direct mail for building prestige, paving the way for salesmen, explaining the policy of the concern, or inaugurating a new service, many of them have overlooked the opportunities for merchandising their products through the mail.

Special Service Problems.—For certain types of services, such as correspondence courses, it is necessary to build the mailing list through advertising. Figure 151, for example, illustrates

Five Raises, Salary Increased 240%

—and you have the same big opportunity!

Five "raises" within a comparatively few months—that was the achievement of Arthur Hammerl, bookkeeper in a New York office—and they weren't such beggarly "raises," either.

Within eight months after Hammerl undertook the study of Higher Accountancy under the LaSalle Problem Method, he had increased his income 70 per cent. "At the present time," he writes, "my salary is 240 per cent over the amount I received when I started the course. I am working on financial statements and systematizing for one of the largest commercial houses in the country, with my superior's promise that I shall get more important work when this systematizing is completed."

A handsome increase—240 per cent—especially when one views it in the light of one's present earnings. Suppose, for example, a man were making $100 a month. His new salary should be $340 a month. If $125, he would be raised to $425; if $150, to $510—if $200, to $680.

It is not surprising that Mr. Hammerl writes: "I must express entire satisfaction due to my experience."

* * *

Exceptional—Hammerl's achievement? Hardly—when put alongside the records of LaSalle's "100% Club." No man, mind you, is even eligible to this club until he has increased his income at least 100% thru LaSalle training, yet literally thousands of LaSalle members have leaped this hurdle, and any number cleared the bar with four or five hundred per cent to spare!

When Charles S. Jones, a Texas man, undertook LaSalle training, his salary was a hundred a month, even money. Three years later, on the letterhead of Henry & Jones, Certified Public Accountants, comes the following enthusiastic message:

"My income is a trifle in excess of $9,000 and I am just beginning to grow. I can hardly find words to tell you of the inspiration that the course has given me."

Writes J. E. Johnson, West Virginia: "I have recently become connected with two large coal companies in an accounting capacity, at a salary of 500 per cent greater than at the time I enrolled with LaSalle about four years ago." "Although I have not fully completed the course," writes George W. Alhaus, former ledger clerk, now Auditor of a prominent New York publishing house, "my salary has increased by 600 per cent, due entirely to the services I can render as a result of your training." "My income today is about five times as much as it was when I started the course in Higher Accountancy a little more than three years ago," writes Samuel Bonow, a New Jersey man. "No one who expects to hold a managing position at some time in the future can make a bigger mistake than not to complete your course in Higher Accountancy."

* * *

How is it possible, you ask, that these and thousands of other LaSalle-trained men have been able to increase their earning power so substantially?

Tell us this, and you will have your answer: Whenever you get *thoroly interested* in a problem, do you regard it as a particularly difficult task to "see it thru?" On the contrary, your family or your friends find it practically impossible to pull you away from that mystery story—or that radio set—or that baseball summary—until your craving to know "how it all works out" has been satisfied. Isn't that a fact?

Imagine, then, a system of business training built primarily on *problems*—real, tangible problems lifted bodily from business life. You are shown the principles that govern their solution—then under the direction of some of the ablest men in their respective fields you work these problems out for yourself.

And what is the logical result?

"While studying," writes Arthur Hammerl, "I always was desirous of taking the next step, so greatly was my interest aroused. The problems and instructions are written in a manner which holds the student, as many novels do, to a point of 'how will the problem be settled?'"

"The farther one gets into the course," writes a Montreal man, "the more interested he becomes, until it almost takes precedence over any other form of reading matter."

"The fascination of the work—the solving of intricate problems—the feeling of dominion, the knowledge that every problem can be solved if we diligently apply ourselves, is worth much more to me than the financial increase," writes C. W. Sheldon, a Wyoming man, who mentions incidentally that the course increased his income more than 300 per cent.

"It took your course," writes C. A. Orahood, an Ohio man, "to give me the courage and self-confidence to tackle the greater task and to enable me to make my dreams come true."

* * *

What are you doing to make *your* dreams come true? A year from now will you be taking orders—or giving them? Will you still be drawing your present pay—or will you be well on your way to the money you ought to be making *and can readily make when you have the training?*

Send today for further information regarding opportunities in accounting; read the enthusiastic testimony of men still in their twenties and early thirties who have broken away from the low-pay ranks and today are expert accountants—with incomes which a few years ago seemed utterly beyond their reach. With this information we will send you particulars of our convenient-payment plan; also a copy of that inspiring book, "Ten Years' Promotion in One." "Get this book," said a prominent Chicago executive, "even if you have to pay five dollars for it." It's free. Mail the coupon now.

LA SALLE EXTENSION UNIVERSITY

The Largest Business Training Institution in the World

LASALLE EXTENSION UNIVERSITY Dept. 272-HR Chicago, Illinois

Please send me catalog and full information regarding the course and service I have marked with an X below. Also a copy of your book, "Ten Years' Promotion in One," all without obligation to me.

☐ **Higher Accountancy:** Training for position as Auditor, Comptroller, Certified Public Accountant, Cost Accountant, etc.

Other LaSalle Training Courses: LaSalle is the largest business training institution in the world. It offers training for every important business need. If more interested in any of these courses, check here.

☐ **Business Management:** Training for Official, Managerial, Sales and Executive positions.

☐ **Modern Salesmanship:** Training for Sales and Advertising Executives, Solicitors, Sales Promotion Managers, Salesmen, Manufacturers' Agents and all those engaged in retail, wholesale or specialty selling.

☐ **Traffic Management—Foreign and Domestic:** Training for positions as Railroad or Industrial Traffic Manager, etc.

☐ **Commercial Law:** Reading, Reference and Consultation Service for Business Men.

☐ **Law: Training for Bar; LL B Degree.**

☐ **Banking and Finance:** Training for executive positions in Banks and Financial Institutions.

☐ **Modern Foremanship and Production Methods:** Training in the direction and handling of industrial forces—for Executives, Managers, Superintendents, Contractors, Foremen, Sub-foremen, etc.

☐ **Industrial Management Efficiency:** For Executives, Managers, Office and Shop Employes and those desiring practical training in industrial management principles and practice.

☐ **Personnel and Employment Management:** Training for Employers, Employment Managers, Executives, Industrial Engineers.

☐ **Modern Business Correspondence and Practice:** Training for Sales and Collection Correspondents, Sales Promotion Managers; Credit and Office Managers; Correspondence Supervisors, Secretaries, etc.

☐ **Railway Station Management:** Training for Station Accountants, Cashiers and Agents, Division Agents, Traveling Auditors, Transportation Inspectors, Traveling Freight Agents, etc.

☐ **Expert Bookkeeping:** Training for position as Head Bookkeeper.

☐ **Business English:** Training for Business Correspondents and Copy Writers.

☐ **Commercial Spanish:** Training for positions as Foreign Correspondent with Spanish-speaking countries.

☐ **Effective Speaking:** Training in the art of forceful, effective speech, for Ministers, Salesmen, Fraternal Leaders, Politicians, Clubmen, etc.

☐ **C. P. A. Coaching for Advanced Accountants**

Name ..... Present Position..... Address.....

FIG. 151.—It has been said that "anything that can be sold can be sold by mail." Business courses are no exception to this rule.

one of the carefully prepared advertisements of the La Salle Extension University. The narrative style of copy is used almost entirely. Definite information as to courses offered is placed on the coupon. The advertisement is designed to arouse enough interest so that the reader will send for further sales literature.

In selling some forms of service, the geographical limits of the market are important, especially as they do not apply to other forms of mail-order selling. A photographer, for example, can sell only throughout a radius readily accessible to his place of business. Similarly, a laundry cannot sell its services unless it can also call and leave the laundry. Milk dealers often secure a mailing list with the help of the delivery man.

Some types of services, on the other hand, have no geographical barriers. An educational course to be given through the mail can be sold anywhere. The Williamsburg Savings Bank of Brooklyn, N. Y., has depositors throughout the United States. By means of mail-order merchandising, the bank not only saved itself from an impending loss of business with the diversion of traffic from the ferries to the new Williamsburg bridge, but also succeeded in building up a volume of business larger than it had before.

CHAPTER XXXII

SECURING AGENTS BY MAIL

Where a product retails at a small price, especially 10- and 15-cent items, and where almost every individual is a prospective customer, many manufacturers prefer to sell through agents. The range of products disposed of in this way is very large, including soap, tooth paste, steel knives, egg beaters, cheap jewelry, patent salves, etc. The characteristics which distinguish products which can be sold through agents, are small unit of sale and broad market. A manufacturer should not attempt to sell through an agent any merchandise requiring an elaborate demonstration or any complicated sales program.

Who Are Agents?—Agents, sometimes termed canvassers, specialty salesmen, or peddlers, are either amateur or professional. The amateur is often an individual out of a job and looking for a stop gap, a workman looking for extra money in spare time, a school teacher, a farmer's wife eager to earn pin money, or school children attracted by a premium. The amateur agent sells only as a temporary employment. The number of them increases with periods of business depression, and grows smaller with prosperity.

The professional agent, as a rule, is an expert salesman, and, in his own eyes, at least, can sell anything. He avoids carefully any propositions which do not seem to offer attractive possibilities. He prefers propositions which sell for a $1 rather than for 25 cents, because his profit is larger. He is as variable as the wind. He will sell a proposition only as long as he can create a demand for it and the price is satisfactory. Books are in great favor with professional agents, as are also household remedies and toilet goods. He may handle some specialty as a side line. The agent is inclined to specialize on products which cannot be procured at the local store, or that have some novel features about them.

Advertising for Agents.—The securing of agents by mail is a task which requires a definite and intricate knowledge of the subject. The first step is to place an advertisement in magazines or newspapers reaching agents.

There are a great many newspapers which are used successfully in securing agents. In New York City, the *Herald-Tribune*, the *American*, and the *World* are used; in Boston, the *Herald*, the *American*, and the *Globe;* in Baltimore, the *American*, the *News*, and the *Sun;* in Philadelphia, the *North American*, the *Press*, and the *Inquirer*, etc. It is a simple matter to determine which papers are the proper ones for carrying advertisements for agents.

The classified columns of periodicals offer good opportunity for securing agents. *System* carries several pages of such classified advertising. *Cosmopolitan, Popular Mechanics, Popular Science Monthly*, and others have a good reputation for this purpose.

Many farm papers specialize in advertising for agents, among which are: *Comfort, Farm Life, Home Friend, Household.*

Some agents in the larger cities have lists of hundreds of newspapers in which space is sold at a unit price, the same advertisement appearing simultaneously in all the papers.

The Advertisement Itself.—Figure 152 shows a typical page of advertisements for agents. Each has been constructed to fit in a given space. Each one must pay, in that a certain percentage of agents is secured.

It is interesting to note some of the headlines:

"Every Girl Can Have a Bracelet Watch."
"$48 a Week."
"Watch, Ring, and Chain Given."
"New-Kant-Klog Coal Oil Burner."
"New Kind of Heat."

These illustrate the three appeals used in advertisements for agents:

1. Large and easy earnings. Amateur agents may be attracted by pointing out how Jones sold $15 the first hour; Henry James $69 the first week, etc.

2. Novelty. Many agents are looking for novelty articles which they consider will sell easily.

GIVEN AWAY

This Handy SEWING KIT

Just to show we secured a supply of hand-some ring lists sandpaper sheets containing needles, pins, thread, tape, tailor's pincushion, pair of scissors, something every woman would like for. We want a woman every where to know Sing wonderful Comfort Rubber Heels at once—so we offer one if these amazing kits free. Actually a woman who takes advantage of the surprising offer gives it away.

Free With Every Pair of Ladies' Comfort Shoes or Oxfords, at only.... $1.98 PLUS POSTAGE

Your choice—any size or style—of fine soft kid, patent leather, gilds vesey kid, rubber heels, for either house or dress wear. Sizes 1 to 8. Only $1.98 and the sewing kit is given FREE. Amazing bargain. Send no-risk order blank. Order Shoes by No. 2 Shoe Catalog No. 1212.

Send No Money—Pay on Arrival
Every Penny Refunded if You are Not Pleased
GORDON BATES CO., Dept. 22, Minneapolis, Minn.

Excellent quality. Beautiful Persian patterns. Attractive colors. Size 18 x 27 in. Easy to thoroughly in wash out. Rug, set in every room in the house. $5 value. Send name and address for this money-saving offer. Send no money—just your name and address. Pay postman only $2.98 and get 2 Rugs. Entire Rug Catalog FREE

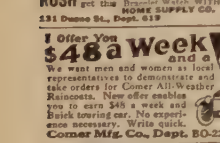
THE HOME BEAUTIFUL
Dept. 43, 280 Madison Ave., New York, N.Y.

Every Girl Can Have A
BRACELET WATCH
GIVEN

No reason for anybody to be without one. Just send us your name and address and we will tell you how you can get one of these 7-jewel, 10-yr guaranteed gold filled Bracelet Watches. Comes in elaborate velvet box.

RUSH your name and address and we will tell you how to get this Bracelet Watch WITHOUT ANY COST.
HOME SUPPLY CO.
231 Dumont St., Dept. 619 New York City

I Offer You $48 a Week and a Buick



We want men and women as local representatives to demonstrate and take orders for Conner All-Weather Raincoats. New offer enables you to earn $48 a week and Buick touring car. No experience necessary. Write quick.
Conner Mfg. Co., Dept. BO-224 Dayton, O.

WATCH, RING AND CHAIN Given

We positively give a genuine American Stem Wind and Set Watch beautifully designed case warranted 5 one keeper, 1-year guarantee, sterling Solid Plate Ring all for selling only 40 packets of our fast selling garden seeds at 10c per packet. Send no money. Write and we'll send you the Watch and Ring.
Home Supply Co., 428 W. 89th St., Dept. 401, Chicago

District Salesmen Wanted, all or spare time. Earn $750 to $2000 yearly. We train the inexperienced. NOVELTY CUTLERY CO. 193 Bar St., Canton, Ohio

Advertisers deal honestly with their customers, and merchants who sell advertised goods deserve your patronage.

Janie's Father-in-Law

By MARGARET W. JACKSON

The neighbors all believe that Mr. Mumford is worth at least seventy-five thousand dollars, maybe more. He has a big farm with good stock on it and money in the bank besides. There's a charming, well furnished house on the farm and, whenever any one goes out to Mumfords', the old man throws the place open. Hospitality is his middle name. He treats his guests like visiting royalty.

Every one is so impressed with his generous and courtly kindness that they fail to notice his son's pale little wife, Janie, hurry nervously about, always carrying something and saying nothing.

Mr. Mumford had two children, Jim and Effie. When Effie was twenty she ran away from home and married Joe

Janie Looked Thin and Worn

Scragg who works in the postoffice and earns $90 a month. The old man never forgave her. She's not been home since but is cheerful about the separation. She and Jim have remained good friends.

Then Jim married Janie West, a sweet thing that every one liked and promptly forgot all about. It is easy to forget any one who never comes to town and is so quiet at home. The last time I was in town I went out to see Effie and Janie was there with her two babies.

Janie's little boy, Sam, had something the matter with his ear. Dr. Greene had asked them to bring him to town for a few days where he could see the boy at least four times a day and keep the ear drained. And, of course, Janie brought the new son that she is nursing, with her. Janie looked pretty thin and worn and the trouble with the boy's ear seemed a kind of desperate agony to her.

"If I could only get a chance to take care of him," she said to Effie. (We are all old friends.) "I hardly see him all day long, I'm so busy. Grandma is busy waiting on grandpa all day and, besides, she doesn't believe in fussing with children. If I try to care for him and comfort him a little, grandpa says it's just an excuse for laziness. That's why Jim and I thought if I could be in town for a few days—"

"Now, Janie, I know just how it is and I'm just as happy as can be to have you. Look how sweet the baby is, Bess. He's so bright and just two months old today."

Effie rattled along, but I could see her heart ached for her sister-in-law. Her own tiny house was clean and sweet and she looked like a bride in a little pink cretonne dress. Her youngsters were shouting in the street before the house. We all sat silent awhile and then Effie burst out passionately.

"I think you are crazy to stay there with Jim and let them walk all over you. Father could hire somebody to do the extra work and give you a little peace

NEW KIND OF HEAT!

Does Away With Dirty Coal and Wood

Turn Valve—Heat Instantly

Throw away the coal scuttle—banish the wood pile. Don't worry about coal shortage or high prices. Amazing new invention, the Oliver Oil-Gas Burner turns your heater, cook stove or furnace into a gas burner. No changes to make—just slip the Oliver into the fire-box. You have as much or as little heat as you want at turn of valve.

Any Heater or Cook Stove or Furnace

Cheaper than Coal or Wood—3 Times the Heat

Not an oil heater. No wicks, no smoke, no waiting. A real gas burner. The Oliver makes its own gas from 95% air and 5% coal oil (kerosene) the cheapest fuel there is. Gives three times heat of coal instantly. Heats and bakes better, quicker by simply turning valve. Saves time, money, drudgery and heat. 100,000 in use.

Use It In Your Stove 30 Days FREE

Sixteen models—one for every stove, heater or furnace. No more hot, dirty, heavy coal or wood carried in—no more cold rooms in winter. Put the Oliver in your stoves now—30 days FREE. Don't risk a cent. Iron-clad, Money-Back Guarantee protects you. Absolutely safe, last a lifetime.

Write for FREE BOOK

Get this attractive book FREE. Tells all about the wonderful Oliver. Write now and get our special introductory offer. Address OLIVER OIL-GAS BURNER & MACHINE CO. 2018 Oliver Bldg., St. Louis Mo. Oldest, largest manufacturers of Oil Burners in America.

AGENTS earn as high as $500 a month—$20 a day spare time is easy. Exclusive territory. Real co-operation. Sells like wildfire. Write for Free sample case offer.

for selling only 30 packs vegetable or flower seeds (mention which) at 10c large pack. Or this hand-some 31 pc. Blue Bird Dinner Set given according to plan in our catalog. Similar to sets retailing at $10. Send today. Easily sold. Earn Big Money or Premiums. Send no money. We trust you with seeds until sold.
AMERICAN SEED CO., Box E-72, Lancaster, Pa.

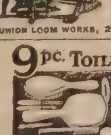
NEW-KANT-KLOG COAL OIL BURNER

Nothing else like it. New-patented. Not sold in stores. Big seller. 100% profit. Most perfect burner ever invented. Absolutely safe. Can't clog up. Burns any coal or wood stove into a gas stove. Cheaper than coal. Popular price. Write quick for agency and territory.
PARKER MFG. CO., Burner 357 Dayton, Ohio

LOOMS $9.90 AND UP. BIG MONEY IN WEAVING AT HOME.

No experience necessary to weave beautiful rugs, carpets, etc., on UNION LOOMS from rags and waste material. Home weaving is fascinating and highly profitable. Weave for others with orders. Write for free illustrated book. It tells how to send for free loom book. It tells how to send for free loom and our wonderful factory proposition. Write today.
UNION LOOM WORKS, 278 Factory St., BOONVILLE, N.Y.

9 pc. TOILET SET GIVEN



Ivory finish brush, comb, mirror, etc., in handsome box. All given for selling only 40 packs vegetable or flower seeds at 10c per large packet. (State which.) Easily sold. Send no money. We Trust You till seeds are sold.
AMERICAN SEED CO.
Box T-72, Lancaster, Pa.

You can save money by answering the ads. in this paper.

FIG. 152.—Securing agents, by mail is the purpose of these typical mail-order advertisements from a national farm journal.

3. Trust-scheme advertisements, where premiums are given for disposing of a certain quantity of some other product.

Each advertisement on this page chances to be illustrated, although in the classified columns the proposition is set forth in a few lines.

The Inquiry.—When an inquiry has been received from an agent, the actual task of selling him begins. The agent in many cases is answering eight, ten, or perhaps a hundred different advertisements. By comparing the returns, he is able to make a selection of the one or ones which appeal to him most.

Many manufacturers make the mistake of regarding the agent as an employee. This he is not. He is, in his own small way, an independent business man. He has put his own capital, however small, into the business. With his own interests at stake, he intends to choose his line only after the most careful selection.

It is difficult to get any agent to concentrate exclusively on the merchandise of one manufacturer. Many agents take six or seven different products and gradually eliminate those which they find difficult to sell. Finally, they may center attention on the one which appears to sell easiest in their own territory.

Literature written to secure agents, after an inquiry has been received, is usually prepared by experts. It is comparatively easy to secure amateur agents, but professionals are harder to enlist.

Many agents make a practice of selling something different almost every month. They do not concentrate on an item until it has proved profitable. Even while selling one profitable item, they will answer every advertisement they can find, and compare the literature sent in return for their inquiry, hoping to find something which will yield a larger profit.

The manufacturer advertising for agents often finds that agents merely cut out the advertisement and paste it on a postcard, with the words "Send Details." Here it is quite obvious that the agent is answering a large number of advertisements and desires to save himself time. Out of a hundred inquiries, very few manufacturers are able to secure more than one or two good agents. Ordinarily speaking, the manufacturer does not attempt to make money out of the initial sale of merchandise to these one or two agents, for the profits on sales to them are more than

Let Us Establish You In A Well-Paying Business

You Furnish: Only a few hours of your spare time each week.

We Furnish:

1. A complete outfit for immediate profitable work, *cost free.*
2. All the supplies and equipment you need, *without cost to you.*
3. Full instructions and tested money-bringing plans, *without charge.*
4. Display newspaper advertising over *your* name *at our expense.*

At the age of 49, Mr. Fred K. Parker of Massachusetts started a magazine business which now pays him several thousand dollars a year. Of his business, Mr. Parker says: "My plans are to keep on as I am going, holding old friends and making new ones. What I have done others can do, and even more than I, for forty-nine is usually too late to begin a new business."

No Investment, No Experience Needed

EARN cash profits from the very start! Enjoy a permanent, ever-expanding business that can be counted upon to pay you directly in proportion to the amount of time you can give to it! Like other subscription representatives for *The Saturday Evening Post*, *The Ladies' Home Journal* and *The Country Gentleman*, you may make as much as

$25.00 A Week Extra

CLIP HERE FOR DETAILS

THE CURTIS PUBLISHING COMPANY
758 Independence Square, Philadelphia, Pennsylvania

Gentlemen: Without obligation to me, please send details about that spare-time business offer.

*Name*_____

*Street*_____

*City*_____ *State*_____

FIG. 153.—The Curtis Publishing Company have been remarkably successful in securing agents by mail, mainly by showing pictures and relating the success of those agents already at work.

covered by the cost of getting the 100 inquiries, sending out the literature, and follow-up. He relies on repeat orders for profits.

THE CURTIS PUBLISHING COMPANY
INDEPENDENCE SQUARE
PHILADELPHIA
THE LADIES' HOME JOURNAL
THE SATURDAY EVENING POST
THE COUNTRY GENTLEMAN

CIRCULATION DEPARTMENT
AGENCY DIVISION

W-E-L-C-O-M-E B-A-C-K-!

If you have ever been away from home for a long time, and then perhaps unexpectedly, come back, you were mighty glad to see the folks again, weren't you? And they were glad to see you! If, besides, you were to find your old job that you wanted not only ready and waiting for you, but bringing an unanticipated raise in salary ---

It would be a pretty welcome home-coming, wouldn't it?

Welcome back! You couldn't have chosen a better time, for your old job offers you easier work and bigger earnings.

The three Curtis publications have never been more popular. Business is rolling in in unprecedented volume and the profits are warming the pockets of the lucky representatives who are fortunate enough to be on the job. THE LADIES' HOME JOURNAL, at its new price of $1 a year, is bigger and better than ever before, and the public has hastened to take advantage of an offer as generous for the price as The Post and THE COUNTRY GENTLEMAN are in their fields.

Let me make a guess. You probably stopped selling subscriptions because you "hadn't time." Now you've come back -- so I rather imagine you have found it will pay you to squeeze in a few moments here and there for this profitable work. It doesn't take much -- you meet and talk to a dozen people every day in a business and social way. Many times a casual remark will lead to a sale. It's easy to bring The Post, The Journal or THE COUNTRY GENTLEMAN into a conversation - and my, how it does pay !

I am mailing you supplies -- if you need more drop me a card. "Vim" will give you the latest news. You can have current copies regularly, if you send even three subscriptions a month. They help to clinch sales. Everything is ready for ---

Y - O - U! And only YOU can bring in YOUR dollars!

Very truly yours,

THE CURTIS PUBLISHING COMPANY

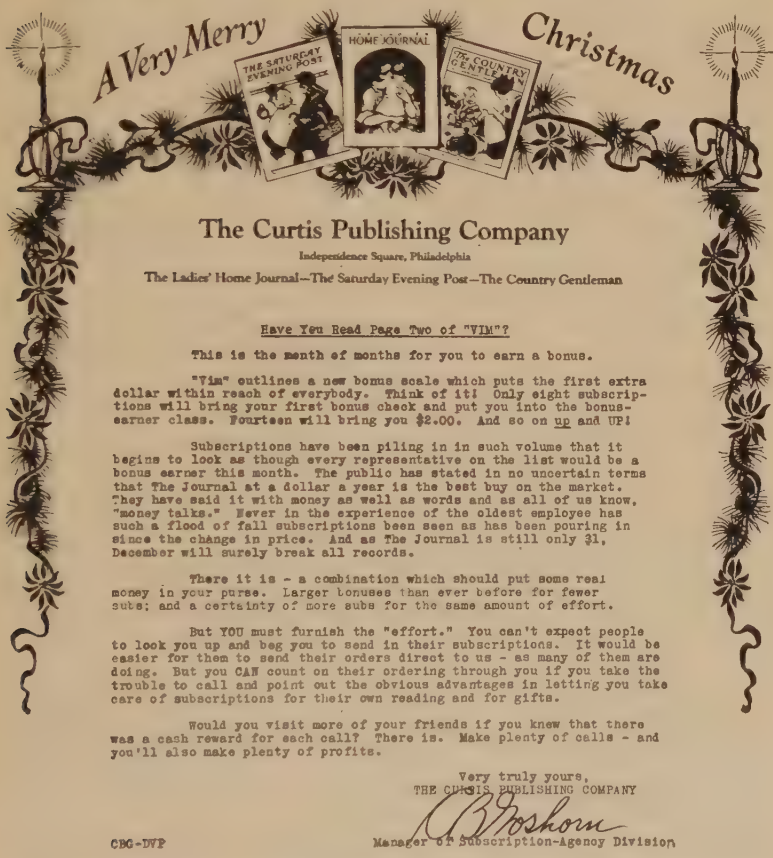
CBC-QBF Manager of Subscription-Agency Division

FIG. 154.—To keep agents after they are secured is the big job. This letter is designed to encourage a salesman who has slipped back.

Follow-up systems are often used on prospective agents not answering the literature sent in response to their first inquiry. It is usually discovered, however, that, unless the agent answers

immediately and asks for a sample (ordinarily a cash transaction), the follow-up system is useless. The agent has already accepted some other proposition and is at work selling it.

Holding the Agent.—Amateur agents may be secured for from 25 cents to $1 each. It may cost from $5 to $25 to secure a



A Very Merry Christmas

THE SATURDAY EVENING POST | HOME JOURNAL | THE COUNTRY GENTLEMAN

The Curtis Publishing Company

Independence Square, Philadelphia

The Ladies' Home Journal—The Saturday Evening Post—The Country Gentleman

Have You Read Page Two of "VIM"?

This is the month of months for you to earn a bonus.

"Vim" outlines a new bonus scale which puts the first extra dollar within reach of everybody. Think of it! Only eight subscriptions will bring your first bonus check and put you into the bonus-earner class. Fourteen will bring you $2.00. And so on up and UP!

Subscriptions have been piling in in such volume that it begins to look as though every representative on the list would be a bonus earner this month. The public has stated in no uncertain terms that The Journal at a dollar a year is the best buy on the market. They have said it with money as well as words and as all of us know, "money talks." Never in the experience of the oldest employee has such a flood of fall subscriptions been seen as has been pouring in since the change in price. And as The Journal is still only $1, December will surely break all records.

There it is - a combination which should put some real money in your purse. Larger bonuses than ever before for fewer subs; and a certainty of more subs for the same amount of effort.

But YOU must furnish the "effort." You can't expect people to look you up and beg you to send in their subscriptions. It would be easier for them to send their orders direct to us - as many of them are doing. But you CAN count on their ordering through you if you take the trouble to call and point out the obvious advantages in letting you take care of subscriptions for their own reading and for gifts.

Would you visit more of your friends if you knew that there was a cash reward for each call? There is. Make plenty of calls - and you'll also make plenty of profits.

Very truly yours,
THE CURTIS PUBLISHING COMPANY

CBG-DWP

Manager of Subscription-Agency Division

FIG. 155.—Even when an agent is doing well, the manager of the subscription agency division keeps after him to double his efforts.

good professional agent. But after he has been secured, it is necessary to hold him. The fault with most concerns is that they sell the goods to the agent, but do not help the agent resell them. He is allowed to do as he wishes.

VIM
February 1924
THE LADIES' HOME JOURNAL
The 32-page Journal for February, 1891, at one dollar a year, was printed in one color and was in decided contrast to this month's 218-page issue.
HOME JOURNAL
The COUNTRY GENTLEMAN
The COUNTRY GENTLEMAN
THANKSGIVING NUMBER
THE SATURDAY EVENING POST
In 1911, when this 24-page issue was printed, the C. G. cost $1.50. Now you offer twice as many pages and a publication that is a hundred times more interesting and valuable for $1.00.
Even in 1900, The Post was considered a wonderful bargain for five cents! The nickel has shrunk in value but the magazine is five times as large and fine.
All Three Are Bigger and Better

FIG. 156.—Where many agents are at work it is simpler, cheaper and more effective for the manager to reach them through bulletins such as this "VIM" issued by the Curtis Publishing Co.

According to Ross D. Breniser, an expert in advertising for agents, they should be taught by the manufacturer:

1. The policy which governs the concern and its relation to customers and employees.

2. The experience of other agents as to what goods sell best and what do not.

3. The talking points as gained by actual experience in selling to consumers.

4. Truthful knowledge as to competition and how it is to be met.

5. Real information as to how low he can sell if it is necessary for him to quote a price.

Some of the magazine publishers have perfected the securing and holding of agents by mail in a remarkable fashion. Figure 153 shows one of the typical *Saturday Evening Post* advertisements for agents. In this case as elsewhere, the difficulty lies in keeping agents after they have been secured. Figure 154 shows a letter designed to give encouragement to an agent who had failed to send in orders for some time. Figure 155 shows a form letter aimed to make the agent redouble his efforts. Figure 156 illustrates the bulletin published by the Curtis Publishing Company and distributed to its agents. It gives information which can be used for selling points, and shows how agents are making good in selling subscriptions for Curtis publications.

The Trust Scheme.—The agency business discussed hitherto has been conducted on a cash basis. Many concerns, however, operate on trust. Goods such as needles, jewelry, medicines, seeds, post cards, and many other products, are sent to anyone who asks for them. The goods are necessarily light in weight, that postage will not be prohibitive, and low in price, that they may be sold readily. When the articles are sold, the money is remitted to the manufacturer, and in return a premium is sent to the agent. The majority of trust schemes are sold to children.

Several of the advertisements shown in Fig. 152 are trust schemes. The ordinary practice is to make a direct offer of, for example, a "Watch, ring and chain for selling 30 cards of dress snap fasteners at 10 cents a card," or a "9-piece toilet set for selling 40 packets of seed at 10 cents a packet."

The Day's Mail

Continued from page 32

munity sing" idea. Often we call upon speakers, readers and musicians from the nearby city to assist us, and they are always glad to lend us their talent gratis. We try to work up local talent, too. Refreshments are always served by the ladies and a most genial atmosphere prevails. We forget our age, our infirmities and our troubles in being happy together.

Incidentally we have been instrumental in building a fine new brick school house —modern and adequate. We tore down the old building and remodeled it for a "teacherage"—a cosy and comfortable home for the superintendent.

But the happiest result of our efforts is this newly awakened feeling of co-operation for a worthy cause; the working and playing happily all together of a whole community.—Mrs. J. M. Quatdlebaum, Jr., Blythewood, S. C.

We Believe in Prohibition, Peter

Editor Farm Life:—I would like to have you answer a question about prohibition. I don't think much of it, myself. Do you believe it has done much good to the country, or ever will? What do you think about it, yourself? Please answer in the next Farm Life, if possible. —Peter J. Klopfenstein, Massachusetts.

We have answered the correspondent's questions in our headline to this item. We believe in prohibition. We think it has done good and will do greater good for the country. It doesn't seem to be necessary to argue the question.—Editor.

"Stand Over, Bub"

"Don't get in the way, Bub!"

You have had that said to you by some big man who did not know or care about the heart of a boy, and don't you remember what a feeling of resentment instantly sprang up in your bosom against that man. "Don't get in the way!" When was a boy ever in the way? And then to be called "Bub!" That of itself was enough to break a fellow all up in business. But you just kept still and swallowed the big lump in your throat a few times. It wouldn't stay swallowed, and you can't even yet get it very far down. It sticks so.

There are some folks of our day that talk to the farmer just like that. They are watching him and mistrusting him and saying with all the pomposity imaginable, "Don't get in the way of the rest of us. We fellows are it! You go away back and sit down!"

But the farmer isn't going 'way back and sit down. In fact, the men who think and who know, don't want the farmer squelched. They understand that if it were not for the farmer this old world would not only go hungry — it would starve to death, and there is more truth than poetry in that.

So when these great men, with their stomachs sticking out with pride and fatness say to you and me, "Don't get in the way, Bub," let's just keep right on in the way we are going and be sure that the day is very near at hand when it will be our turn to stand out in the broad sunlight of our day. The first gleams of that morning are now coming over the hills. Men are wondering what the farmer is going to do next, and they are beginning to come round and say, "Old man, you're right! We'll stand by you!" They will, too! They will have to!

No, George, Not Angels

Editor Farm Life:—If you keep on improving Farm Life as you have done for the past year or two, you will soon be growing wings. I concluded I had better join your list of subscribers before they sprout so as not to get left. Enclosed, find a piece of Uncle Sam's currency to pay for one year.—George A. Rogers, Norton, Kans.

Checks Like This For YOU!

Turn Your Spare Time at Home Into Real Cash!

can you conceive of any easier WAY to turn your spare time at home into money than to turn a crank handle and watch 100 swift needles knit beautiful All-wear Hosiery and be handsomely paid for the work? To women everywhere and to men also we say this—Take up Gearhart Home Knitting, let a delightful occupation engage your time a few hours each day, supply you with wherewithal to realize cherished dreams.

Gearhart Home Work is not for only a chosen few. It is for all, for you, because you may do it as well as any one of our thousands of Gearhart Home Workers. The occupation will be just as easy, just as delightful for you as for them and the pay checks you receive can be just as large, perhaps larger, and surely just as much appreciated.

What stands between you and your goals? What is to prevent you from earning the big sum of money like other Gearhart Workers are receiving? You need only be industrious, ambitious and ordinarily capable to share in the good fortune which Gearhart checks bring.

"I learned to knit in one hour."

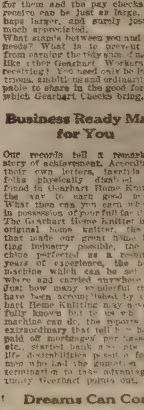
Said Miss ISAACS.

Some amounts we paid For home knitting, week of November 13th, 1922:

Mrs. Albert	$10 80
Mr. Tarasuk	9 45
Mrs. Bradley	7 60
Mrs. Brandt	7 25
Mrs. Mueller	10 20
Mr. Turner	15 84
Mr. Dean	9 00
Miss Patterson	16 90

Thousands of other checks sent to Gearhart Home Workers

The Gearhart Knitting Machine Co., is the 5 th successor of the ORIGINAL 44 hour knitter. It has been made and improved by us since 1868.



The machine on which no previous knitting experience is necessary.

Business Ready Made for You

Our records tell a remarkable story of achievement. According to their own letters, intelligent and folks physically disabled have found in Gearhart Home Knitting the way to earn good money. What then can you earn? Are you in possession of your full faculties? The Gearhart Home knitter is the original home knitter, the one that made our great home knitting industry possible, the machine perfected as a result of years of experience, the handy machine which can be used anywhere and carried anywhere.

Just how many wonderful things have been accomplished by Gearhart Home Knitting may never be fully known but to us who know what the machine can do, the reports seem not at all extraordinary that tell of home knitting has paid off mortgages, put home plans into effect, started bank accounts and made other life-desirables possible for men and women who had the gumption, courage and determination to take advantage of the opportunity Gearhart points out.

Dreams Can Come True

Make your dreams come true. It is only a question of how much you can do it and that only depends on how much time you can spare and how skillful an operator you can become. Earn all you can, as much as you like, either by sending your work to headquarters or selling it at handsome prices to folk who patronize Home stores.

Gearhart Home Knitting is Your Opportunity

Long Time Work Contract

The Gearhart Company will sign a contract binding them to accept and pay for all the All-wear Hosiery you can knit or care to send, whether it be a dozen pairs a day or a hundred pairs a week. And nobody here as a rule is the Gearhart company for that matter ever in "slacked" conditions.

The contract guarantees and protects you. It covers a period of years during which the company is obligated to pay you hundreds of Dollars, step provided you send in enough work to cover that amount of pay. Very substantial amounts are paid our workers considering the limited amount of spare time which most of them have the possibilities, when more time is devoted to the work or where help is secured, are amazing and without limit.

Work as You Please

You are not bound in any way. You have all spare time to devote to it as your means. But you should want to do all you can and try to make that amount as large as possible with a record of many years of honorable dealing.

Yarn Furnished

You don't have to run to a store and purchase yarn to do your work. A generous supply is furnished under the terms of our offer just as fast as you need it. It is in the form of combed All-wear Hosiery it is required per pound. You don't have to know the first thing about knitting or anything. The Gearhart Knitter does the work, you only act as operator and guide, the one who does the simple things the machine cannot do, such as preparing, parting and shipping and receiving your pay check.

Fascinating Home Occupation

You can't work in store, office or factory to say that extra money and time are of your household duties too. But you can devote your spare time to Gearhart Home Knitting without stepping outside your own door.

You know that you can do as thousands of others have done and nobody should discourage you. Send the coupon at once for full particulars. It may be the turn of the tide of your fortunes. Address

GEARHART KNITTING MACHINE COMPANY
Dept FLF, Clearfield, Pa.

This Coupon to End Home Money Problems

Gearhart Knitting Machine Co., Dept. FLF, Clearfield, Pa.
Dept. FLF, Clearfield, Pa.

Send me at once and without obligation, particulars about Gearhart Home Knitting, description of machine, samples of work it does and your Home Earning Guide Book.

Name .....

Address .....

FIG. 157.—The Gearhart people first sell the knitting machine, then buy back the hose knitted on it. A modern variation of the "trust scheme" on a business-like basis.

After the goods are sent, the agent is given 30 days to make returns. At the end of that period, provided no reply has been

White

Official Order Form and Agreement

COPYRIGHT 1923 BY G. F. H. CO.

Return this Order Form and Agreement with your order to insure Prompt Shipment; also your Certificate necessary to secure your gift yarn

This order blank is to be used for your purchase. Fill in carefully and print your name and address clearly. We have specified the very lowest possible prices, for cash. Please don't ask us for an instalment plan, Outfit to be paid for out of knitting or sent on free trial, as we need our Knitters and yarns to fill urgent cash orders. The FREE yarn with this order can be made up into our ALLWEAR hosiery and enables you to send in your first shipment promptly.

THE MOST LIBERAL OFFER THAT CAN BE MADE

Your Knitter is reserved for 30 days from MAR 21 1923 (date)

1. We have advanced our rate to $1.75 per dozen for knitting instead of $1.50 and guarantee this rate for the contract period.
2. We give Three Pounds of "Allwear" High Quality Yarn. Your Valuable Yarn Certificate is attached, value $7.50, with order at full cash price, in 30 days.
3. We will take your Standard Knitting any time, in any quantity, even after the Contract period, and pay you at the best rate the market affords for knitting.

KNITTING WITH A GEARHART WILL TURN YOUR SPARE HOURS INTO DOLLARS WINTER OR SUMMER AS YOU LIKE

KNIT. DEPT.—GEARHART KNITTING MACHINE COMPANY, CLEARFIELD, PA.

DEAR SIRS:

I hereby accept your special FREE yarn offer and cash price for prompt action, as outlined herein, and together with this Order Form and Agreement I enclose herewith my

remittance of $_____ in full payment on (or part payment). Balance C. O. D. $_____

FOR____[SINGLE]____[DOUBLE]____[TRIPLE] STANDARD OUTFIT with Three Pounds Standard Yarn as a Free Gift

It is understood that the STANDARD Knitting Outfit complete as above checked off shall be Standard equipment, with necessary needles for knitting; also the Ribbing attachment, Yarn Winder and Reel complete, illustrated plan of instructions and all Standard tools to carry on the work. It is also understood that the Standard Outfit will do a variety of knitting, different sizes, weights, etc., by adjustments on the Machine for that purpose, and can be used also in knitting for trade, my neighbors or to help clothe my own family. It is also always understood that the Outfit and Yarn always will remain my own property, to do with as I please.

This entitles me to the privilege of sending to your Knitting Department my Standard Knit Hosiery when I care to do so or I can keep all knitting I do to supply my own regular customers or trade established myself and sell at my own prices. This agreement permits me to correspond with you any time concerning this business and you shall have complete charge and take care of my interests in marketing all hosiery which I shall send you according to the general terms and Work Contract and Agreement. You guarantee to pay me at the fixed rate named in Contract for a period of at least three years, and thereafter at the highest rate the market affords.

You undertake to supply me with additional yarn to my order, to obtain fixed rates of pay for all "ALLWEAR" hosiery I supply you with, shipped in any quantities convenient to me, and to replace free the amount of yarn in the knitting sent with an equal lot of new Standard yarn, delivered to my address, to carry on my work. The yarn furnished should be the best and is the kind you want me to use.

NAME IN FULL ..... Occupation Now ..... Age .....

STREET AND NUMBER .....

TOWN OR POST OFFICE ..... STATE .....

NEAREST EXPRESS OFFICE ..... Married ..... Single .....

CASH PRICE LIST

TRIPLE STANDARD OUTFIT, reg. price $75.00
CASH PURCHASE PRICE ONLY **$65.00**
INCLUDING 3 LBS. OF WOOL YARN IF YOU ORDER IN 30 DAYS—FREE

DOUBLE STANDARD OUTFIT, reg. price $62.00
CASH PURCHASE PRICE ONLY **$52.00**
INCLUDING 3 LBS. OF WOOL YARN IF YOU ORDER IN 30 DAYS—FREE

SINGLE STANDARD OUTFIT, reg. price $55.00
CASH PURCHASE PRICE ONLY **$45.00**
INCLUDING 3 LBS. OF WOOL YARN IF YOU ORDER IN 30 DAYS—FREE

The Free Yarn offer applies to each Outfit and "ALLWEAR" hosiery is manufactured for us with each, only a larger variety of knitting is possible with the extra cylinders. No further cash reductions considered. If you haven't the cash at present we will endeavor to reserve an Outfit for you, for a reasonable time, on receipt of written notice to do so.

What This Great Special Offer Means to You!

For example, should you secure the Triple Outfit

YOU GET		YOU PAY	
Triple Outfit, value	$75.00	Triple Outfit, complete	$65.00
3 lbs. Yarn @ $2.50	7.50	3 lbs. Quality yarn	FREE
	$82.50		$65.00

You have the difference, $17.50, to spend on something else, and the Advanced Knitting Rate, $1.75, means Greater Profits.

Our Regular "Standard" Yarns Are $2.50 per lb. Delivered

One pound Knits from 4 to 8 pair of Hose, depending on the Size, Style, Length, Etc. We Always Carry a Complete Line of Yarns for Various Uses, Light and Heavy, Samples Will Be Sent With Your Order.

FIG. 158.—The Gearhart order blank. Note that the "knitter is reserved for 30 days from Mar. 21, 1923" an attempt to stimulate immediate decision and action.

received, a letter is written expressing the hope that the agent is being successful. Ten days later a stronger letter is sent.

GEARHART KNITTING MACHINE CO.

(INCORPORATED)

Manufacturers of

HOSIERY AND FAMILY KNITTING MACHINES

ESTABLISHED 1888

LARGEST MANUFACTURERS OF KNITTING MACHINES FOR THE HOME MORE THAN 100,000 IN USE

TRADE MARK

Allwear

WOOLEN HOSIERY

KNOWN THE WORLD OVER

THE ONLY LOW PRICED FAMILY KNITTER MADE WITH RIBBING ATTACHMENT

WE SUPPLY YARN AND PAY FOR KNITTING

USE THE KNITTING MACHINE WITH A REPUTATION

Clearfield, Penna.,

Dear Friend:

We have just received an inspiring letter from one of our workers, Mrs. Wallace of Michigan. This is one of hundreds of similar letters that are constantly coming in to us. It is worthy of special note because it is written by one who is crippled by the loss of an arm, and you will be interested in reading it in full below. Mrs. Wallace writes:

"You will please excuse me for not writing sooner. The knitting machine is fine. It does everything that you say it will do. I know because I have tried different kinds of work on it. I have made a sweater for myself and I can make two pair of socks in an hour. If I had my two hands to work with I know I could turn out more, because it takes me a little longer to do the heel."

You too should be successful at Gearhart Knitting, just as Mrs. Wallace has been in spite of her handicap. It surely must be so, if you have any confidence in yourself at all; and as for confidence in the Company and the Knitter we point to our 35 years of successful business.

We feel sure that you are going to take up and enjoy Gearhart Knitting and are glad that you wrote us to send you full information about the Gearhart Standard Knitter and our plan for making money at home in your spare time.

We tried to anticipate all of your questions and to answer them in the literature that we sent you about a month ago. We have been looking for an answer instructing us to furnish you with either a Triple, a Double or a Single Knitter. We are disappointed that we have had no reply at all. Perhaps we did not answer all your questions, though we tried to do so.

Gearhart Knitting is being taken up more by men and women every day. In helping us to supply the market with the wonderful Allwear Hosiery, that is knit only on the Gearhart Machine, these industrious people are indeed helping themselves to better things that extra money brings.

(Over)

It is astonishing the way the demand for fine woolen hose of Allwear character has increased. To us however, who deal in woolen hose, and to others who watch the advance of style and custom in hosiery, it is only natural to see the market for Allwear Hosiery grow. Our workers are assured a permanent market for the product of their Gearhart Knitter.

We are now paying the most liberal knitting rate that has ever been paid in the history of this business, and furthermore we guarantee this rate for a definite period of years under contract. You may have noticed also in reading our plan that we guarantee, even after the expiration of your contract, to take all of your standard hosiery at any time and pay you the best rate that the market then permits. This is a very important point, for it means that there is no limit as to time or quantity placed upon your Gearhart Knitting.

If you are the energetic and ambitious person that we believe you to be, judging by your original request for information concerning Gearhart knitting, you will now have made up your mind and be ready to secure your Gearhart Knitter and start without delay to make the extra money which you should have as well as anyone else. There is no question but that you can do this--you will be knitting in a few hours with the aid of our simplified instructions--as many thousands of others, perhaps less able than you, have done. This Company wants to send you just as many and as large checks as you want to earn. Why should you delay longer.

The original offer has just expired but in order that you may still have the advantage of its liberal terms we will extend it a little longer, if you are in earnest and ready to order now.

Use the pink Order Form right away so that your order may have special attention. And of course don't forget to send in also the pink Valuable Yarn Certificate in order that you may secure the liberal supply of yarn as a gift. We'll look for both right soon.

Yours sincerely,

GEARHART KNITTING MACHINE CO.

EJG/CH

By E. J. Gearhart
Gen Mgr

FIG. 159.—If the prospect does not take up "home knitting" and buy a machine from the first mailing and the advertisement in periodicals this follow-up letter is mailed.

Finally a notice informing the agent that the matter will be turned over to an attorney unless returns are made at once usually brings an answer. If it does not, a final letter is written on the stationery of a collection agency. If nothing is heard from this, the account must be regarded as a loss.

In the opinion of experts, a trust-scheme business cannot be done profitably where the cost of the product is more than 10 or 15 per cent of the selling price. Some products are better than others. Candy and chewing gum, for example, have been found to tempt the agent to steal. Medicine, bluing, sachets, jewelry, etc. offer less attraction.

Much of the success of the trust-scheme plan depends on the premiums They should be chosen with a view to the type of agent desired. Jewelry and watches are of universal appeal; toys, guns, dolls, musical instruments etc. appeal to boys and girls. The Larkin Company has a wide range of premiums.

The Gearhart Plan.—An interesting variation of the stereotyped agent scheme is that used by the Gearhart Knitting Machine Company, and by many others. The company agrees to furnish a market for wool hosiery knitted on its machine. The prospect buys the machine, and with it is given enough wool to make the first shipment of socks. Figure 157 shows the form of advertising in periodicals. The appeal is to the possibility of earning money at home in spare time. The opportunity is likely to interest women on farms and in rural communities, who will write for information.

Figure 158 illustrates the official order form and agreement which the prospect signs. With this order form is sent a very elaborate prospectus containing a description of the machine in detail, quotations of many testimonials from satisfied owners, illustrations of what can be done with the machine, a description of a 10-year guarantee, optimistic calculations of earning power, illustrations of pay checks sent to owners, etc.

Figure 159 shows the follow-up sent to individuals not ordering after the first mailing.

INDEX

A

Accessories, bargain, 104
Acknowledgment card, 259
Action, inducing, 43, 119
  in sales letter, 238
Addresses, 83–4
Advertised versus non-advertised brands, 376
Advertisement, keying returns from, 347–8
Advertising for agents, 408
  for the mailing list, 73, 356–68
  mail-order, combination inquiry and order, 368
    cumulative value, 346
    headline, 340, 366
    incidental inquires, 366
    single idea in, 361
  media, newspaper, 334–5
    periodicals, 333–45 (see also *Periodicals*).
    selecting, 333
Agency business, trust scheme, 415
Agents, advertising for, 408
  amateur, 407
  Gearhart plan, 419
  holding, 413
  inquiry from, 410
  professional, 407
  securing by mail, 407–19
Alexander, J. K., selling dahlias by catalog, 162
Altman, B. and Company, 206, 392
Alwood, Lister R., quoted, 291
American Bankers Association, follow-ups, 254–6
  Druggists syndicate, tests, 152–3
  Wholesale Corporation, 171, 402
Announcement style of copy, 111
Appeals, changes in, 62
  class, 63
  copy, 120
  logical versus human-interest, 62
  occupational, 61
  price, 52
  sales letters, 234–5
  selecting, 49–64
  service of product, 57
  specialty, 385
  style, 55
  to curiosity, 49–51
  to men, women, and children, 59–60
Appearance of catalog, 158
Application certificate, 294
Argument in copy, 113
Assemblies, 266–74
  four, 278
  mailing costs, 271
  methods of folding, 270
  pieces in, 266
  sample, 268–70, 272–4
Assembly, twofold problem, 266
Atmosphere, of mail-order literature, 99–108
  bargain, 102–5
  building, 100
  exclusive, 105–8
Attention, attracting, 116
  in sales letter, 237

B

B. and O. Cash Store, Temple, Okla., 394
Bargain, atmosphere, 102–5
  use of appeal, 118
Better Letters Association of Los Angeles, 242, 246, 248, 252

Bibliographical sources of data, 27
Booklets, 197–204
  balanced, 203
  building, 198
  limitation on use, 204
Broadsides, 206–10
Brooklyn Union Gas Company, 264
Bulletins, 204–6
Bull's eye sheet, testing by, 277
Burwen, Henry, quoted, 236
Butler Brothers, 157, 402
Buying habits, applied to catalog merchandise, 164–7
  power, 371

C

Calumet Baking Powder Company, 378
Campaign preliminaries, 36–48
Campbell, Wm., Company, 351
Card system, mailing lists, 82–3
Cash policy, 372
Catalogs, 157–193 (see also *Mail-order literature*).
  allotment of space, 18, 176–85
    increasing, 183
    to departments, 180
  appearance, 158
  arrangement of merchandise, 163
  copy, 168–71, 191–3 (see also *Copy*).
  cost, 178–80
  data, sources of, 171
  distribution, 173
  illustrations (see *Illustrations*).
  index, 167
  introduction, 172
  layouts, 190
    preliminary, 186
  merchandise, customer buying habits applied to, 164–7
  old, orders from, 381
  page size, 177
  personality, 159–63
  pricing items, 184
  producing, 186–93
Catalogs, producing, factors in, 157–75
  proofs, 193
  records of pages, 187
  title, 172
  versus no catalog, 397
Caution, satisfying, 119
Certificate, application, 294
Chamber of Commerce of U. S. A., 75
Characteristics, physical, of product, appeal of, 57
Charcoal drawings, 128
Children, appeals to, 59–60
Choice of words, in copy, 115
C. O. D. mailing service, 320
  sales, 303–4
Coin cards, 289
Collections, 296–304
  fundamentals in, 302
  letters, 301–4
    classification of, 303
  small amounts, 298
Collier, P. F., & Sons Company, 45–6
Colors, in mail-order literature, 137–44
  blending, 143
  engravings, 144
  factors, modifying, 138
  of ink, sales letters, 232
  reactions, 143
  suited to product, 142
  tests, 141
  variation of preferences for, 138–41
Combination offers, 46
Combustion Utilities Corporation, 260–3
Commissions, salary versus, 16
  salesmen's, 15
Competition (see *Market*).
  in selecting literature, 90
Confidence, building, 37–40
Consumer characteristics, 25–6
Continental and Commercial Bank of Chicago, 218
Copy, 109–21

Copy, advertising, 365
appeal, 120
avoidable errors, 113–15
catalog, 168–71, 191–3
length of, 115
problem of, 341
selling, amount necessary, 91
size of, 348
styles of, 111–13
technique, 47
Correspondence (see *Letters*).
Costs, catalog, 178–80
color plates, 138
division of, 306
illustrating, 123–4
mailing assemblies, 271
postage (see *Postage*).
selling (see *Selling costs*).
Coupons, 352–5
Crayon drawings, 128
Credits and collections, 296–304
Crouse-Hinds Company, 167
Crowell publications, 270
Curiosity, fradulent exploitation of, 49–51
modern utilization of, 51
Curtis Publishing Company, 411–14
Customers, treatment of, 380–3
Cut-price leaders, 46

D

Data, catalog, sources of, 171
market, methods of securing, 27–9
Davis, Frank E., Company, 234, 257–9
Dehydrating company, selection of literature, 93–5
Deliveries, delayed, 327, 373
Department store and mail order, 392
Departments, alloting catalog space to, 180
Desire, creation of, 118
in sales letter, 238
Directories, source of mailing tests, 71
Discount card, special, 294
Dodson, Joseph H., 359
Dolch, Edward W., quoted, 303
Distribution, catalog, 173
Drawings, 128 (see also *Illustrations*).
charcoal, 128
crayon, 128
for catalog, 189
in illustrating mail-order literature, 127–8
pen-and-ink, 127
wash, 128
Duff-Gordon, Lady, 106–8
Duysters, Ralph, 309

E

Electrotypes, 135
Elliott nursery, 351
Enclosures, envelope, 214–9
Encyclopædia Britannica, Inc., 160, 341
Engraving, drop-out process, 132
highlight process, 132
Engravings, 129 (see also *Illustrations*).
for catalog, 189
line, 130
using old, 133
wood, 129
Envelopes, addressing, 325
return order blank, 289
sales letter, 239
window, 325
Errors, in copy, avoidable, 113–15
in testing, 149
Estimates, expenses, 305
Exaggerations in copy, 113
Expansion, market, 12
Expenses, estimating, 305

F

Fawcett, Walden, quoted, 239
First-class mailing matter, 310–11
Folder letters, 221–5
Folders, 210–4
Folding, mailing assembly, 270

Follow-ups, 244–65
acknowledgment card, 259
case for and against, 244
changing, 250–1
diversified, systems, 260–5
number to send, 245
occasions for, 245
pointers, 250
promptness of reply, 252
specimen letters, 253–9
testing returns, 251
time between, 247
timing mailings of, 248
Form letters (see *Sales letters*).
Fourth-class mailing matter, 315–20
Fraud, mailing, 328–9
Free trial, 299
Funk & Wagnalls Company, 294
Furst Brothers & Company, 157

G

Gearhart Knitting Machine Company, 387
trust plan, 419
Goal, value of definite, 275
Goodwill, value of, 378
Government post cards, 219
Guarantee, function of, 40
policy, 379
Guesswork, removing, in planning catalog, 176

H

Habits, appeal to in copy, 118
Half tone, 130
two-color, 144
Hall, "Advertising Handbook," quoted, 116
Headlines, 340, 366
Heddon's, James, Sons, 378
Highlight, engraving, process, 132
Holt Manufacturing Company, 77
Hooven automatic typewriter, 231

I

Illustrations, cost of, 123–4
in mail-order literature, functions, 122
types of, 127–9
Index, catalog, 167
Information, credit, 300
Inquiries, combined with order, 368
incidental, 366
Installment plan, 296–8
Interest, securing, 118
in sales letter, 238
Interview, personal, method of securing market data by, 28

J

Jobber, selection of literature, 91–3
Jobbing by mail, 402
Jordan, Edgar W., 235
Joyce, H. C., quoted, 306

K

Kalamazoo Store Company, 350
Keith, W. R., quoted, 86
Keying, returns, 347–8

L

La Salle Extension University, 406
Lane Bryant, 56, 285
Layout, catalog pages, 186, 190
Leaders, cut-price, 46
Letterhead, design, 230
paper stock, 228
size, 228
Letters, collection (see *Collection letters*).
folder, 221–5
multipage, 221–5
sales (see *Sales letters*).
Lewis, A. T., & Sons Dry Goods Company, 398
Limit, supply, 44
time, 44

Line engravings, 130
manufacturer of a, use of mail order, 401
Lists, mailing (see *Mailing lists*).
Literature, mail-order, booklets (see *Booklets*).
catalogs (see *Catalogs*).
illustrations, 122–36 (see also *Illustration*).
selecting, 89–98
testing, 145–53
Lithography, printing versus, 144
Little Leather Corporation, 68, 267, 308

M

Macy, R. H. & Company, 394
Mail matter, C.O.D. service, 320
delayed delivery, 327, 373
first-class, 310–11
fourth-class, 315–20
fradulent, 328
metered, 327
post cards, 311
postal cards, 312
preparation, 321–4
third-class, 313–15
wrapping, 321–4
Mail-order, adjunct to wholesaling, 403
advertising (see *Advertising*).
and the retailer, 391–400
copy (see *Copy*).
department, activities of, 307
department stores and, 392
houses, 371–83
literature, 197–225 (see also *Literature, mail-order*).
merchandise, advertised versus non-advertised brands, 376
principles, 1–10
selling (see *Selling by mail*).
special adaptations, 17
special sections, in papers, 339
statistics, 305–9 (see *Statistics*).
uses of, 390
Mailing cards, 219–21
government post card, 219
private, 219–21
Mailing costs, assembly, 271
lists, 65–86
advertising for, 356–68
building, 72–7
card system for, 82–3
classified, securing, 79–80
classifying, 81
compiled, 71–2
"Directory," 72
for manufacturers, 79
for retailers, 79
for wholesalers, 79
mail-order house, 81
purchased, 68–71
retail, 396
revising, 84–6
sources of, 66–8
specialty, 385
types of, 77–9
Manufacturers, mailing lists for, 79
use of mail order, 401
Market, 373
analysis, 21–35
results of, 21–2
and merchandise, coordinating, 399
data, methods of securing, 27
expansion, 12
extent of, for specialties, 386
limitations, 25–7
specialty selling, 386
range, 24
McKesson & Robbins, 151
Media, periodical (see *Periodicals*).
Memberships in organizations, sources of mailing lists, 72
Men, appeals to, 59–60
Merchandise and market, coordinating, 399
arrangement in catalog, 163–4
catalog, applying customer buying habits to, 164–7
number of items, effect on literature, 90

Merchandise, size of, effect on literature, 90
surplus, 380
Merchandisers, by mail, 2
Merchandising policies, 374
Merriam, G. & C., Company, 358
Molarine Company, 54–5
Money with order, 43
Montgomery Ward & Company, 290, 371
Multicolor plates, 144
Multipage letters, 221–5
Murray, Edgar A., Company, 235
Muse, George, Clothing Company, 394, 397

N

Nast, Condé, Company, 210
National Cloak and Suit Company, 247, 361, 362
Stove Company, 85
Nelson, Thomas, & Sons, 297
News interest, in copy, 118
Newspapers, as advertising media, 334
syndicates, 335–6

O

Occupational appeals, 61
Offers, combination, 46
Order blanks, 282–95
versus return cards, 282
Ordering, made simpler, 286–8
Organizations, semi-service, 404
service, 404
Ottawa Manufacturing Company, 301
Ovington's, 101, 201

P

Page, catalog (see *Catalog*).
Woven Wire Fence Company, 161
Paintings, 128
Parcel post, 315–20
Pen-and-ink drawings, 127
Percentage of returns, 90
Periodicals, advertising media, 333–45
practical example, 344
selecting the appeal, 345
space to use, 344
Periodicals and newspapers, 346–55
position of advertisement in, 346
Personality, catalog, 159–63
Photographs, 128
Pictures, for building confidence, 39
Position of advertisement, 346
Post cards, 311
return, 290–4
Postage, disposition of uncanceled stamps, 327
one-cent versus two-cent, 240–2
payment, 326
Postal cards, 312
regulations, 310–29
Powell, Alexander, 168
Preferences, color, 138–41
Press clippings, source of mailing lists, 72
Price, about to go up, 46
fixing, 375, 388
remembered, 388
selling, 90
universal appeal, 52, 387
Pricing merchandise in catalog, 184
Printing versus lithography, 144
Private mailing cards, 219–21, 311
Process letter, 227
Production economies, 372
Products, 22–3
new, questionnaire for, 34–5
suiting color effects to, 142
Profit, margin of, 90
Promptness, in replying to follow-up, 252
Proofs, catalog, 193

Q

Questionnaire for new product, 34
formulating, 31
interpretation of results, 33

Questionnaire method of securing market data, 28
sending out, 29

R

Ramsay, "Effective Direct Advertising," quoted, 116
Ratings, credit, 39
Reactions, color, 143
Records, city and county, sources of mailing lists, 71
what to keep, 308
Regrouping, methods of, in catalogs, 124–7
Regulations, postal, 310–29
Remittance, methods of, 389
Retailers, mailing lists for, 79
use of mail order, 391–400
Return cards, 282–95
order blanks versus, 282
percentage of, 90
Returns, keying, 347–8
Review of reviews, 229, 269, 295
Rosenfels, I. S., 374
Rothschild, James H., quoted, 143, 144

S

Salary versus commission, 16
Sales, C.O.D., 303–4
force, supplementing, 13–15
high unit value, 299
letters, 226–243
appeal, 234–5
assembly, individual versus, 226
color of ink, 232
envelope, 239
filling in, 232
follows salesman's approach, 236
form or process, 227, 230–31, 239
individual versus assembly, 226
length, 233
letterhead, 228–30
postage, 240–2
Sales letters, signature, 233
standard procedure, 242
technique, 237–8
type face, 232
types, 226
Salesmen's commissions, 15
Samples, substitutes for, 273
use of, 272
Sampling, necessity of, 91
Schulze, Edward H., 246, 248, 260, 308
Sears, Roebuck and Company, 38, 104, 171, 186, 187, 193, 371, 379
Securities, selling by mail, 389
Selling by mail, advantages, 2
atmosphere in, 99
disadvantages, 4
reasons for non-use, 391
requisites for, 7
Selling costs, 11
figuring, 276
force, 371
price, 90
Service of product, appeal of, 57
organizations, 404
Sewell, R. K., quoted, 164
Shryer, W. A., quoted, 347, 351
Signature, sales letters, 233
Space, copy, 340
Specialization, value of, 396
Specialties, selling by mail, 384–90
Specialty store, exclusive, 395
Starch, Daniel, quoted, 109–10, 348
Statistics, division of costs, 306
estimating expenses, 305
mail-order department activities, 307
Steele, Daniel H., 404
Stereotypes, 135
Strawbridge & Clothier, 286, 398, 399
Styles, copy, 111–13
universal appeal, 55
Superlatives, in copy, 113
Supply limit, 44
Syndicates, newspapers, 335

T

Taylor, Wm., Son & Company, 392
Test, color, 141
  mailings, special uses for, 150 (see also *Testing*).
  points, tabulation of, 147
  returns, 148
Testing, bull's-eye sheet, 277
  for assembly and follow-up, 275–81
  points for, 146
  practice, theory versus, 279–80
Testimonials, 39
Third-class mailing matter, 313–15
Time between follow-ups, 247
  limit, 44
Timeliness in copy, 118
Timing mailings, 248
Title, catalog, 172
Transportation charges, 41
Trial, free, 299
True, James, quoted, 161
Trust scheme, agency business, 415
  Gearhart plan, 419
Type face, sales letters, 232

V

Vagueness in copy, 115
Vyle, Philip, 203

W

Wadsworth, Ralph K., quoted, 138
Walsh Harness Company, 300
Wash drawings, 128
Wholesalers, mailing lists for, 79
Wholesaling, mail order and, 403
Williams, Charles, Stores, 169, 174–5
Williams, Russell B., quoted, 240
Williamsburg Savings Bank, Brooklyn, N. Y., 406
Window display concern, selection of literature, 95–7
  envelopes, 325
Wood engravings, 129
Women, appeals to, 59–60
Woolson, G. L., & Company, 342
Wrapping of mail matter, 321–4

A guide to mailing list and directory sources

This is a practical, easily-handled directory of mailing lists and directories giving complete and accurate information about what lists can be had, where, and at what cost, if not free.

Mailing List Directory

By LINDA H. MORLEY and ADELAIDE C. KIGHT

Of the Business Branch, Newark, New Jersey, Public Library, under the direction of JOHN COTTON DANA

720 pages, 6 x 9, $10.00 net, postpaid (English price 2£10s)

This valuable marketing aid is perhaps the most comprehensive gathering of trade directory information ever published.

The Newark, New Jersey, Public Library for years has been collecting trade data of all kinds with special emphasis on trade directories. From thousands of sources, information has been secured concerning classified trade lists. Thousands of directories have been closely studied—analyzed—dissected—as they have been discovered over a period of sixteen years.

The results, checked and rechecked, classified in the most minute detail, are in this Mailing List Directory.

It is a key to 1500 trades, professions and institutions—an index to 1500 directories—subdivided and classified so as to give immediate information concerning lists of any portion of any trade in any section of the country.

A Directory of Directories

The book is a directory of directories, covering fifteen hundred trades, classified in minute detail to give immediate information concerning lists of manufacturers, jobbers, retailers, directors, officers, sales managers, advertising managers, buyers in almost every conceivable line of business activity. It does not give actual lists but tells where and how to secure them, and also what they contain.

It tells how to secure free lists of manufacturers of tools and appliances, barn and dairy equipment, sporting goods, cutlery, stoves, toys and games, store fixtures, wheel goods, wire products, heavy hardware, mill supplies, radio apparatus and accessories, scales, measures, oils and greases, and hundreds of others.

Aside from its main functions of a trade geography, the Directory is a constant source of additional trade opportunities. Most manufacturers, or publishers, or service organizations, or any business organization, will find uncovered avenues of trade throughout the 720 pages of the book—avenues well worth cultivating—hence avenues well worth knowing.

McGraw-Hill Book Co., Inc.

Penn Terminal Building

370 Seventh Avenue New York

Y0-BYP-933